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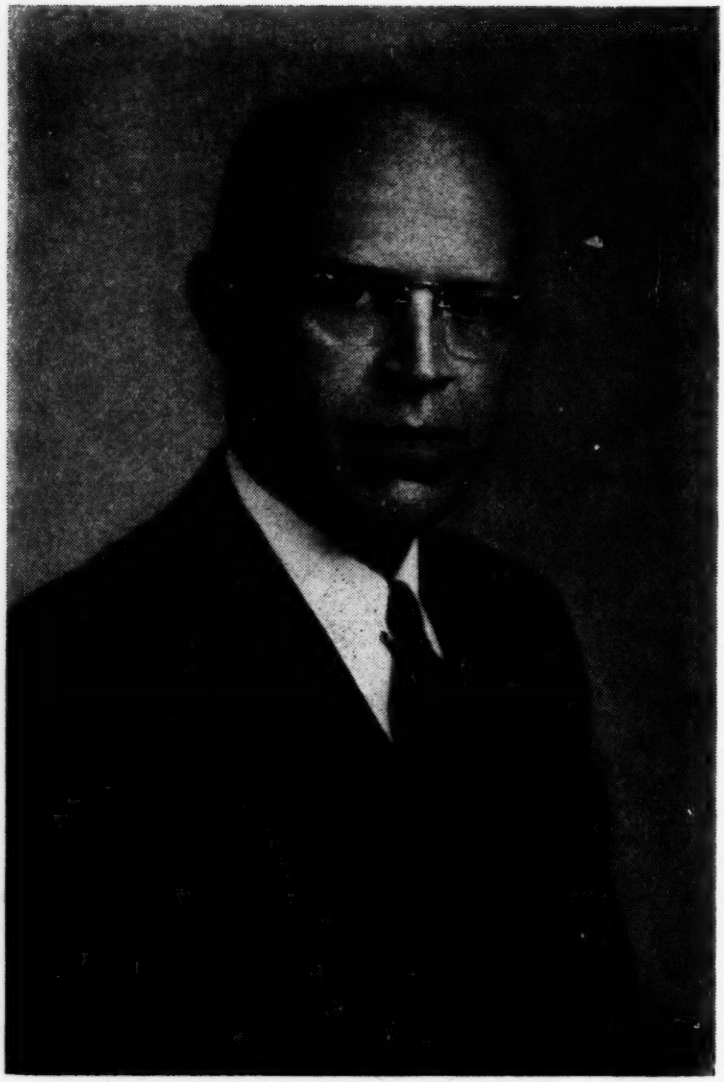

H. WALTER GRAVES

Man of the Quarter

H. WALTER GRAVES

TYPIFYING the best in the management profession, H. Walter Graves of Philadelphia can be very properly classified among those who are adding substantially to the opinion in which Realtors over the country are being held by the public.

A Virginian by birth, educated in the schools of Washington, D.C., and a graduate of the University of Pennsylvania, Walter Graves served his country in World War I as a member of the Armed Forces. Upon being discharged from Service he accepted employment with the United States Housing Corporation to manage 650 of its houses in south Philadelphia. In 1920 he entered one of the oldest real estate offices in that city, Wm. H. W. Quick & Bro. Inc., to take charge of its management department. He became a member of this firm in 1929.

In the year 1946 Walter was given the highest honor which can be bestowed locally upon a Realtor when he was made president of the Philadelphia Real Estate Board. He distinguished himself in this office and since his retirement as president has continued to be active as chairman of the Philadelphia Board's education committee.

Mr. Graves' activities on behalf of the members of his profession has by no means been restricted to the city in which he lives and works. He served as chairman of the Housing Rent Industry Advisory Committee of OPA for two and one half years giving liberally of his time in an effort to obtain fair administration of the rent control regulation. He has been and is a member of the Institute's Governing Council and his record of attendance at its meetings over the country has been outstanding.

Mr. Graves is selected as the Institute's Man of the Quarter because of his able and faithful dedication to the solution of the problems of the Institute and because of his constant willingness to be of assistance to his fellow CPMs.

The Professional Pledge of the

CERTIFIED PROPERTY MANAGER

I HEREBY PLEDGE MYSELF to act in strict accordance with the principles, declarations, and regulations of The Institute of Real Estate Management.

I PLEDGE MYSELF in particular to place honesty and thorough work above all else in my administration of real property; to advance myself constantly in knowledge and ability through the study of literature on real estate management, the instruction of eminent teachers, the interchange of experiences with fellow Certified Property Managers, and attendance at meetings of the Institute whenever possible; to be faithful to the personal interests of my professional brothers and to seek their counsel when in doubt of my own judgment; to render willing help to my fellow Certified Property Managers; and to give my services freely to the Institute as required or desired.

MOREOVER, I PLEDGE MYSELF to shun unwarranted personal publicity and dishonest money seeking as disgraceful to our profession; to render complete, thorough, and honest service to landlord and tenant alike regardless of monetary consideration; to strive assiduously to build goodwill for the properties under my charge and to use my best talents at all times to preserve and maintain the value of such properties; to secure the greatest possible net return to the owners of properties entrusted to my management; and to give devoted attention to the safety and comfort of tenants of these properties.

FINALLY, I PLEDGE MYSELF to cooperate in advancing and extending, by every lawful means within my power, the influence of The Institute of Real Estate Management.

The Institute of Real Estate Management
of the National Association of Real Estate Boards

The Editor's Review

MANAGEMENT—A PROFESSION?

A FEW weeks ago a prominent East Coast publication carried an article on the subject of building management and ranked it, at its best, as a profession on an equal footing with those of law and medicine. This is glowing praise. There are occasions wherein the business of administering someone else's property has become so highly refined and technical that it approaches an exact science and, in these instances, this tribute to management is justified.

But altogether too often, it has been my experience that a good many of us concerned with revenue-producing real property fall somewhat short of this ideal. So far short, in fact, that to place property management, as a profession, on a par with medicine and the law in any such pompous generalization, without qualification, is downright nonsense.

If we were to set a goal for ourselves as technicians of our trade, then "Doctor of Property Management" most certainly is the level to which we should all aspire. But how many of us do?

It was once suggested to the late Professor George Kittredge, of Harvard, that he take a graduate degree in the Shakespearean Drama and his now famous reply of, *Who would examine me?* is somewhat typical of the attitude of many management offices as to their own capabilities. Professor Kittredge could point to the record of a lifetime spent in Shakespearean research. Could we refer to any such intensive study of real property administration? I wonder?

I took particular exception to this article because it laid some stress on the point that the profession among the old-time trusteeships had reached a state of perfection. It would have us believe that the real property administered by some of the old-line offices for the beneficiaries of estates could not be in better hands. But an examination of the past history of some of the older property does not always bear this out.

Time and again in the course of our daily activities we all run across situations in the field of property management that reveal glaring inadequacies and shortcomings in the profession. Research for data in connection with sales, appraisals and mortgage loans will bring to light conditions that reflect shortsightedness, stubbornness and sometimes an indication of complete unfamiliarity with the real estate cycle.

If an executor of an estate includes income-producing real property in his portfolio, it is axiomatic that he be as conversant with the fluctuations of real property values as he is of his schedule of securities. No executor in his right mind will deliberately retain a stock issue that is steadily approaching a permanent state of worthlessness and, by the same token, he should discard real property that has lived its useful life. From the standpoint of the heirs of a trust whose funds are invested either in whole or in part in real property designed to yield income on invested capital, a building is an income-producing machine—nothing more. If its capacity to earn a reasonable return on invested capital has begun to decline, then

another property should be found to replace it. How many times have we found buildings that have been controlled for years by the same trust which long since should have been disposed of and to which they still cling tenaciously in the vain hope that the value will once again come back to a dying or stagnant area and a buyer will be found at a selling price sufficient to justify the original expenditure? And how often we find these buildings are not even now producing the revenue of which they are really capable.

I have in mind a typical example of just such a property—a small one, it is true, but one which is a concrete example of indifferent administration. This particular commercial property was acquired by its present controlling trust at a sufficiently late date after an earlier boom in the building's locality to ensure that the top dollar was paid for it. I expect that a conservative buying policy, an admirable trait if not carried to extremes, required that the trustees be assured of the permanence of real property values in this particular locality before taking title. The passing years have demonstrated their judgment as to the direction in which an overcrowded and growing city would spread was not unwise; but it has also demonstrated an unjustifiable stubbornness in holding a property that will never, in our time, be worth anywhere near the original purchase price paid for it. Just recently the city has reached out once again for more room in this property's direction and values have risen rapidly in the last year or two, but at best, as an investment property, it can command right now something less than one third of its original cost to the trust even with the inflated dollar with which we are buying today. Obsolescence has taken its toll.

But the real criticism of property management in this instance, and in so many similar cases, is not that the trustees will not dispose of the building while values are again high, but that they persist in holding to a rent roll so far below what the structure could produce, without over-taxing any of its tenants, one cannot but marvel at the blind faith the owners of the realty must have in their administering trustees.

To permit prospering old tenants to go on year after year with no leases and ridiculously low rentals in the face of rising costs merely because the management either has an affection for them or cannot bear to confront them with reality, at the expense of the potential monetary return to the actual owners, is not only poor management —it borders very closely on extreme negligence.

No management office, worthy of the name, can afford to sit back in complacent smugness, fortified only with a knowledge of property values of a decade ago, particularly when it is responsible for the intelligent investment and administration of another person's funds. No management office, if it is to justify its existence, can afford to collect a management fee year after year with no more attention to detail than monthly rental collections and an occassional repainting of a tenant's office. And no management office, if it is to keep pace with the ever changing realty values in a jet-propelled and streamlined age can much longer hide behind the old saw that property in boom times is too attractive an investment to part with, and in depression times too costly to part with—and, therefore, always with you.

Real property properly administered is the soundest investment we have. But if we, in the management field, are to elevate ourselves to something above a pseudo-professional level, we must make it a full time job and not be satisfied with the half measures so prevalent today.—R.W.J.

THE PROBABLE FUTURE OF RENT CONTROL

The step-by-step confiscation of owner equities in rented property in the form of rent control is of extreme importance to all property owners since rent control for residential units has an impact upon the entire real estate economy. Here is an analysis of interest to every property owner.

THE entire future of private real estate in the United States depends to a large extent upon a form of political action which is expressed in rent control legislation. For while rent control over most of the nation is now confined to residential property, any long-term extension of this form of control cannot help but have a marked effect upon the desirability of owning either commercial or industrial property. This is especially true in the light of the operation of our ad valorem tax system, whereunder the cost of operating government is spread over existing property in accordance with its relative value. There is little doubt but that any program of long-term operation of residential rent control will result in sharply higher taxes for commercial and industrial property, since that type of property alone will be able to absorb increased expenses of government.

It is extremely difficult for the average person to make a *purely objective* analysis of any situation, much less rent control. Even Biblical authors recognized the fact that selfish interest is often a controlling motive in human thinking. This is almost perfectly illustrated in the attitude of people regarding rent control. If they happen to be landlords, or if a substantial portion of their income arises out residential rents, then they are apt to feel that rent control should be immediately and forever abolished. On the other hand, if they are tenants they probably feel that there should be no increase in residential rents and that rent control should be a permanent mechanism to curb the avarice of property owners. For example: One of my friends is a banker who is a notorious champion of the laissez faire system which we call "free enterprise." For many years he has been in the forefront of criticism of government-in-business. When the subject of rent control was before the Congress in its most recent session, I happened to lunch with him one day and I was greatly surprised to have him say that rent control should be continued. It was so manifest a contradiction of his general point of view that I inquired into the reasons for his belief. It developed that his daughter had recently married a young student with insufficient income to proceed with his school work and at the same time support a wife. The banker was paying his son-in-law's rent and because any increase in rental would have affected his own pocket book, he was willing to consign all property owners to the purgatory of frozen rents.

In addition to the selfish motives of individuals (who as tenants outnumber property owners in the major urban centers) our modern complex political and economic system is based to a large extent upon organized groups brought together by leaders and politicians who are constantly alert to final popular issues which will knit and cement their memberships. Not for a long time

had these leaders and politicians found an issue which produced as universal and as potent an appeal as that of rent control.

History of Present Controls

This article is a serious attempt to dispassionately analyze the origin and development of rent control in such a manner as to point to a sound conclusion on the probability of its future. It appears that this can be done only if we carefully review events since the passage of the original price control act of 1942 in terms of their implication respecting the future.

You will remember that the original price control act of 1942 was introduced almost immediately after Pearl Harbor—at a time when every man and woman in the country was faced with the grim realization that we were at war and that we would need to make many sacrifices of all kinds before we could attain victory. It was generally conceded that during a time when our young men would be forced to respond to a draft under which they might be called upon to give up their lives, those who stayed at home should not profit unduly. This attitude was country-wide and was shared in by all business groups alike, real estate people being no exception. Price control was embraced on every side. Industry after industry sprang to the aid of government by sending technicians and executives to Washington to help in the formulation of the price control machinery. Hundreds of men from every section of the country traveled great distances at their own expense and gave freely of their time in order that the price control program might be letter-perfect and assured of success.

Great surges of unselfishness are apparently short-lived and depend to a certain extent upon the continued existence of the group fear which generally brings them into existence. As the danger of the moment abates, people again assume their individual selfish roles—the boldest first and the more timid later.

During the early part of the year 1942 price control seemed to work almost perfectly. The OPA and the National Association of Real Estate Boards were as close as the business interests had been to Mr. Roosevelt when the banks were closed. In fact in the middle of 1942 Mr. Leon Henderson in a radio address said: "They (Realtors) constitute a fine and patriotic body of American business men whose sole purpose is to work out practical solutions to difficult war problems." By the year's end, however, it was clear that the government either could not or would not "hold the line." The wage stabilization order of October 27, 1942 was being shot full of exceptions and by January 1943 many significant items in the family budget had been raised substantially. For example: Butter had increased 30.5 per cent between March 1, 1942 and the beginning of 1943; milk was up 16.1 per cent; eggs were up 23.5 per cent; wheat was up 15.3 per cent; beef was up 18.8 per cent; and lamb had soared 55.6 per cent. Property owners were already beginning to see that their status was to be an exception to the general rule and that price control was to be discriminatory. The unique situation of the guaranteed possession by the tenant of the product which he sought (housing) was already acting to single out rent control as the only really effective element in the whole price control program.

In spite of the apparent defections in price control, the Congress on October 2, 1942 passed the "Emergency Price Control Act of 1942 Amended." This amended act simply extended to June 30, 1944 the original "Emergency Price Control Act of 1942" which, when passed on January 30, 1942, was designed to expire June 30, 1943.

The rift between the Government and the real estate interests had already begun to widen. In the January 23, 1943 issue of *Headlines*, the official publication of the National Association of Real Estate Boards, the lead article cited a resolution passed by the Association's Board of Directors which, *Headlines* said: "points out that the present administration of OPA is conducting an agency that in practice is working chiefly to extend tenant interests. It is creating class dissension through the kind of publicity and propaganda that it is employing. It has allowed an increase in many other ceiling prices but has failed to give real estate the same consideration."

Again on June 30, 1944 the Congress passed another "Emergency Price Control Act of 1942 Amended" which extended rent control without basic change until June 30, 1945.

This was in spite of a vigorous opposition to the form of rent control by real estate interests. The National Association of Real Estate Boards had submitted an eight point program as follows:

1. Enforcement of rent control should be fair and equitable to everyone concerned—not fair to 51 per cent and unfair to 49.
2. Rents frozen at abnormally low levels should be adjusted.
3. Specific legislative direction should be set forth for the termination of rent control where it is no longer needed.
4. Area rent directors should be given discretionary powers to adjust hardship cases locally.
5. Increased operating costs, deferred maintenance and the like, should be recognized in setting rents.
6. Recovery of possession where the law is violated should be made possible.
7. Right of appeal to Federal District Courts, rather than solely to the Emergency Court of Appeals, should be allowed.
8. Successive payments of rent for the same premises, between the same tenant and landlord, should be construed only as a single violation, rather than as multiple violations, in applying the penalty clause.

It is interesting to note that in *Headlines* of June 26, 1944 the lead article said the following:

"Your Association has won its fight for justice in rent control. Passed by the Congress, and at this writing ready for the President's signature, was the OPA extension bill, now known as the Stabilization Extension Act of 1944. Our score in the long, bitter legislative battle is 8 to 1. Eight of the nine amendments to OPA rent control sought by our Association were won. These are the benefits:

1. Provision for individual adjustments of hardship rent cases.
2. Provision for prompt removal of rent control when no longer justified.
3. Establishment of a review board to hear rent protests.
4. Prohibits 'changes in rental practices' by amending business practices sub-section of the laws, thereby forbidding interferences with the common practice of requiring rental security deposits.
5. Provides that no OPA regulation or order shall contain any provision requiring the determination of costs otherwise than in accordance with established accounting methods.
6. Strengthens the industry advisory committees requiring that the administrating end give consideration to recommendations of industry advisory committees.
7. Persons subpoenaed in OPA investigations may have counsel and may record their testimony.
8. Modifies the treble-damage provision to allow for payment of only the overcharge of $25 if defendant proves violation was not willful. Thus, pyramiding penalties are limited.

The bill also allows protests against OPA rent orders and regulations at any time after their issuance, instead of the present 60-day protest limit."

In spite of the claim of victory by the National Association of Real Estate Boards, none of the changes reported above resulted in *any material difference* in the operation of the rent regulation—in fact, 98 per cent of all controlled property was not affected by these changes in the slightest. Hardship cases were virtually non extant. Rent con-

trol was not permanently removed from any area. The review boards which were established to hear rent protests were impotent. The "changes in rental practices" which were aimed at original deposits did not prove effective. The determination of costs under established accounting methods made little difference in obtaining relief. The industry advisory committees which were appointed in accordance with the amendments proved to be of no real assistance to the industry. The last two so-called "victories" did not apply in any substantial number of cases and did not change the effectiveness of rent control.

In the ensuing year the cost of living again rose, this time to such an extent that real estate interests were faced with the prospect of declining earnings. In the early years of the war increased occupancy in the larger, multiple unit buildings had served to increase the earnings from this type of property so that the profits from operating rental property were on a reasonable parity with the profits in other forms of enterprise. In early 1945, however, it was clear that a continuation of rentals at their March 1, 1942 levels and a continuation of increased operating expenses and wages would ultimately produce a squeeze on residential real estate earnings which might rob them of their investment desirability. As a result, real estate interests presented their case to the Congress in as persuasive and articulate form as possible with a plea for a 10 per cent increase in rentals. This 10 per cent was considerably below the general increase in the cost of living and was well below the increase in the cost of operating properties involved. In fact, the request appeared to be entirely reasonable. However, on June 30, 1945 the "Emergency Price Control Act of 1942 Amended" was repassed to expire on June 30, 1946.

Again *Headlines* said: "The Congress last week ordered a significant change in rent control practice. In line with recommendations made by your National Association, the House amended the OPA law to provide for a regular industry advisory committee on rent control. Under the amendment an advisory committee on rents will be set up on the same basis as the regular industry committee relating to price. The action means a real victory for NAREB."

The article goes on to say, however, (speaking of the House Banking and Currency Committee) "When that body made its report, however, it urged that *the present law be extended without change,*" a fact which was a very real defeat for the real estate interests.

During the ensuing year the defections to price control in the general economy multiplied at an alarming rate. As a result, the cost of living and the cost of operating buildings increased sympathetically. Real Estate interests renewed their campaign to present their case to the Congress—a case which by now had far greater merit than a year previously. However, the real estate interests were opposed dramatically by labor and consumer lobbies who were seeking desperately to protect the increased spending power which had been brought into being by sharply higher wages.

Due to a legislative log-jam the Congress was unable to get at passage on the price control act in time to prevent the expiration of rent control on June 30, 1946. For a time it looked as though the country might legally be without rent control, although there was never any question that the public and political sentiment favored its reenactment. This fact was proved correct when on July 25, 1946 the "Emergency Price Control Act of 1942 Amended" was again passed to run to June 30, 1947. From the point of view of the Congress, the passage of the rent control features of the Act

was virtually unanimous, and again there was no significant change in the law.

The Rigidity of the Rent Regulation

The political history of rent control from January 30, 1942 to the expiration of the price control act on June 30, 1947 is but one factor of interest in our study of the probable future of rent control. Of equal importance is the history of the rent regulation originally issued by the Office of Price Administration on April 29, 1942. This rent regulation had the power and effect of law and represented the rules under which rental property could be operated under price control. The regulation become effective in any area in which the price administrator certified that there was a housing shortage of sufficient severity to warrant the imposition of rent control. It is interesting to note that up until the present time rent control has been applied to more and more areas within the United States. For example, following are the number of areas under rent control at June 30th of each year since it was originally instituted:

Date	Areas
June 30, 1942	20
June 30, 1943	370
June 30, 1944	370
June 30, 1945	479
June 30, 1946	520
June 30, 1947	614

It is significant to realize that whereas other forms of price control were frequently amended materially, the basic rent regulation was never changed in any substantial degree between the date of its issuance and June 30, 1947, a period of more than five years. For instance: Not in that period was any single order issued anywhere in the United States changing the area-level of frozen rents. Never once in that period did the administrator of rent control or any of his local or regional or area administrators admit an error in having frozen rentals at precisely the levels at which they were frozen. Never once in that period was there any admission that any of the inequities of the freeze principle which grew out of differences in rental of identical units in identical buildings should be corrected. Never once in that entire period was the regulation changed in such a manner as to give the property owner control over who was to occupy his premises. These were the basic provisions of rent control, and they remain unchanged today.

Now there were a number of minor amendments to the rent regulation as follows:

October 19, 1942

An amendment to the regulation was issued which restricted the eviction of tenants in the case of the sale of a residence. This amendment provided that in the event of a sale the tenant occupant could not be evicted for a period of three months.

July 17, 1944

An amendment was issued called the "Peculiar Circumstances" amendment whereunder in certain cases involving peculiar circumstances the owner of the building might petition the price administrator to raise his rentals to "comparability" in the event of circumstances prevailing on the freeze date which were defined as "peculiar" by the amendment. The conditions thus defined were extremely obscure and did not offer any material relief to property owners. This amendment did not attempt to correct any of the inequities of the freeze principle described above.

September 1, 1944

An amendment was issued having to do with "substantial hardships." This amendment was subsequently liberalized on April 10, 1946 but in no case did it substantially change the provision of the rent regulation. It did provide, however, that if a property owner had suffered an *actual decrease* in net income of sufficient amount then he could petition for an increase in rental to bring him back to the earnings level which he enjoyed at the beginning of rent control.

December 26, 1944

An amendment was issued which relaxed eviction rules for veterans buying houses and which

permitted the veterans to borrow the down payment.

September 10, 1945

The waiting period of a new owner to recover possession of a newly purchased house from the tenant occupant was increased from three to six months. At this time the regulation was also amended to provide for evictions in the case of major alterations to the premises. In many cases this last amendment did not prove operative since area offices were allowed to interpret the extent to which alterations were to be made before they could be classified as "major."

The only real "victory" for the real estate interests was an amendment which reduced the required down payment on residences (in order to obtain possession) from 33⅓ to 20 per cent.

History of Public Attitude

There are many people who believe that rent control was at the outset a nefarious scheme designed to impose a socialistic doctrine on our housing economy. Whereas there are some people in the United States who unquestionably believe that land and buildings should be socialized in this country to the same or a greater extent than they are now socialized in Great Britain, it is your author's opinion that these people are not alone or even in a major way responsible for the tenacity which has characterized the government's dedication to rent control.

Always in the history of our country the Congress of the United States has represented the point of view of the people with sufficient accuracy to encourage our belief in democracy. It is true that the Congress has frequently listened to an articulate minority, but it has done so only when the majority of the people failed to clearly express a unified majority opinion. Rent control is with us today because most Congressmen and Senators (Republicans and Democrats alike) are convinced that *the public wants rent control.* There is little validity to the feeling that the Congress is ignoring public opinion. While it may be correctly said that the Congress is being "unfair" to the property owners of the nation, it is not the business of the Congress to "umpire" our economy in a paternalistic manner. It is, however, their business to put into law anything which they believe a majority of their constituents favor.

The entire question then of the future of rent control depends upon the evolution of the public attitude on this significant subject and its expression at the polls. If we are to gauge accurately the probable future of rent control then we must carefully analyze the probable future thinking of the electorate.

The Housing and Rent Act of 1947

Perhaps the best way for us to see clearly the probable future thinking of the U.S. public on the subject of rent control is to examine the circumstances surrounding the passage of the "Housing and Rent Act of 1947." This is the legislation under which rent control is now operating.

It is interesting to note that the Congress wrote a preface to Title II of this Act under the heading of "Declaration of Policy" which reads as follows: "The Congress hereby reaffirms the declaration in the Price Control Extension of 1946 that unnecessary or unduly prolonged controls over rent would be inconsistent with the return to a peacetime economy and would tend to prevent the attainment of the goals therein declared.

"The Congress, therefore, declares that it is its purpose to terminate at the earliest practicable date all federal restrictions on rents and housing accommodations. At the same time the Congress recognizes that an emergency exists and that, for the prevention of inflation and for the achievement

of a reasonable stability in the general level of rents during the transition period, as well as the attainment of other salutary objectives of the above-named Act, it is necessary for a limited time to impose certain restrictions upon rents charged for rental housing accommodations in defense-rental areas. Such restrictions should be administered with a view to prompt adjustments where owners of rental housing accommodations are suffering hardships because of the inadequacies of the maximum rents applicable to their housing accommodations, and under procedures designed to minimize delay in the granting of necessary adjustments, which so far as practicable, shall be made by local boards with a minimum of control by any central agency.

"To the end that these policies may be effectively carried out with the least possible impact on the economy pending complete decontrol, the provisions of this title are enacted."

In writing the Housing and Rent Act of 1947 the Congress generally let it be understood that it was writing the law to end all laws on rent control. The very nature of the provision for the protection of those who signed leases at a 15 per cent rental increase was to lead the public to believe that upon the expiration of this Act on February 29, 1948 there would be no further rent control. It was only because rent control was scheduled to expire on February 29, 1948 that tenants felt the need of executing leases at increased rentals which would protect them against further increases in their rent at least until December 31, 1948.

It was apparent, however, that the Congress clearly foresaw a continued public clamour for rent control. For example: In section 203 (b) which was titled "Termination of Rent Control Under Emergency Price Control Act of 1942" the new Act said: "On the termination of Rent Control under this title all records and other data used or held in connection with the establishment and maintenance of maximum rents by the Housing Expediter, and all predecessor agencies, shall on request, be delivered without reimbursement to the proper officials of any state or local subdivision of government that may be charged with the duty of administering a rent control program in any state or local subdivision of government to which such records and data may be applicable: *provided, however,* that any such records or data shall be so made available subject to recall for use in carrying out the purposes of this title." It must have been apparent to many Congressmen that a failure of the Federal Government to act in the matter of Rent Control on February 29, 1948 would result in action by many states (at least in the highly populated areas) to further protect the tenant class against the operations of the law of supply and demand in the field of rent. The Congress already had seen ample evidence of the fact that this would be the case, since many states had already fortified the tenant group with such local laws even before the passage of the Housing and Rent Act of 1947.

The feeling on the part of the Congress that there might be strong political pressure for the continuation of Rent Control on February 29, 1948 was borne out by the unprecedented publicity which was given to the passage of the new Act with its 15 per cent increase provisions. The story of this new law was carried on page one of virtually every newspaper in the entire country for a period of a week after the passage of the Act. Radio commentators spent a large portion of their broadcast period explaining the law to their listeners. Even for as long as a whole month following the adoption of the new law, daily papers in typical U. S. cities carried run-

ning accounts of public reaction, public indignation and public confusion over the operation of this law.

Various group leaders among all forms of political action groups immediately issued statements in which tenants over the country were advised not to sign the new leases, were told that rent control would not actually expire on February 29, 1948; that even in the event the Federal Government abandoned rent control on that date local governments certainly would spring into the breach and prevent rent raises at the local level. As a result, as of October 31, 1947, only 1,508,369 tenants in rent controlled areas in the United States had actually signed leases at the 15 per cent increase. This total amounted to only 9.6 per cent of the 15,700,000 tenant families whose dwellings were registered in controlled areas within the country.

From the point of view of the typical owner of unfurnished residential dwellings within the country there was no change in his actual status as a result of the passage of the Housing and Rent Act of 1947. Only 9.6 per cent of the tenants of these owners were persuaded into signing leases. Thus, approximately 90 per cent of these landlords have as yet had no relief whatever under the rent control which was imposed upon them when their particular area was included in the freeze order. Whereas it is true that there has been some liberalization of the "hardship" rights of petition, this right on the part of the landlord applies only in those instances wherein his net profits have dropped below those which he was able to earn in the base period.

A further example of the public attitude on the subject of Rent Control is furnished us by the operation and make-up of the local boards which were established under the Act. The language of the law in this connection reads as follows:

"The Housing Expediter is authorized and directed to create in each defense rental area, or such portion thereof as he may designate, a local advisory board, each such board to consist of not less than five members who are representative citizens of the area, to be appointed by the Housing Expediter, from recommendations by the respective (state) governors. Each such board shall have sufficient members to enable it promptly to consider individual adjustment cases coming before it on which the board shall make recommendations to the officials administering this title within its area. The local boards may make such recommendations to the Housing Expediter as they deem advisable with respect to the following matters: (a) decontrol of the defense-rental area or any portion thereof; (b) the adequacy of the general rent level in the area; and (c) operations generally of the local rent office, with particular reference to hardship cases.

"The Housing Expediter shall furnish the local boards suitable office space and stenographic assistance and shall make available to such boards any records and other information in the possession of the Housing Expediter with reference to the establishment and maintenance of maximum rents and housing accommodations in the respective defense-rental areas which may be requested by such boards.

"Within thirty days after receipt of any recommendation of a local board such recommendation shall be approved or disapproved or the local board shall be notified in writing of the reasons why final action cannot be taken in thirty days. Any recommendation of a local board appropriately substantiated and in accordance with applicable law and regulations shall be approved and appropriate action shall promptly be taken to carry such recommendations into effect.

"Immediately upon the enactment of this Act the Housing Expediter shall communicate with the governors of the several states advising them of the provisions of this subsection and of the number and location of defense-rental areas in their respective states, and requesting their cooperation in carrying out such provisions.

"The provisions of this title shall cease to be in effect on February 29, 1948."

It would seem to be clear from the above language that the Congress had in mind making it possible for local areas to make changes in the level of their rent ceilings, to correct inequities as between localities, or to remove rent control completely from the individual zones. It will be noted that

the recommendations of the local board are mandatory on the Housing Expediter provided their recommendations are "appropriately substantiated."

An example of the workings of this law in actual practice is furnished by developments which occurred in the Chicago defense-rental area. The Governor of Illinois nominated a local board for this area composed of eleven men, one of whom (a manufacturer) declined to serve. The remaining ten men were made up of four real estate brokers, an attorney, a department store executive, a labor man, a YMCA Secretary and an insurance broker who was formerly a real estate man and who at one time had been the area rent director for the OPA. Some time subsequent to its appointment, this board addressed a communication to the Housing Expediter advising him that they requested a 15 per cent increase for residential rentals in the Chicago area which had not been increased under the lease provision of the Housing and Rent Act of 1947. The request as made by the local board was simply in the form of a letter which was not documented by any substantial showing of fact.

Immediately the community learned that such action had been taken the City Council of Chicago passed a resolution urging the Housing Expediter to withhold action until hearings had been held and a score of groups—not only from Chicago but from elsewhere in the country—communicated with the Expediter urging him to reject the request. The story was handled as a page one news item by all of the local press and received wide publicity over the nation. Charges were made that the group nominated by the governor and approved by the Housing Expediter were not "representative citizens" in accordance with the terms of the Act. Apparently, acting under this pressure, the Governor of Illinois augmented the local board by the appointment of eleven additional people. One of these was a Protestant minister (who declined to serve), two were representatives of labor, one was a social worker, two were school superintendents, one was a lumber dealer, one a railroad executive, and two were attorneys.

Whereas this group has not as yet acted on the original request of the first group, the Housing Expediter rejected the original petition on the ground that it was not "appropriately substantiated."

It seems clear from all the data available for consideration that the public attitude clearly favors a continuation of rent control without regard for the financial welfare of the landlord. It further seems clear that residential real estate has been removed definitely from the free economy. In our opinion, there is little likelihood of the return of residential real estate to the free economy by legislative action (or failure to act) during the immediate foreseeable future. President Truman, in his message to Congress on November 17, 1947 said in part:

"Next to food, the most important element in the cost of living is rent. Under the modified Rent Control Law, rents are rising at the rate of about 1 per cent a month. A 12 per cent annual increase in rents imposes an intolerable strain upon the family budget. The Rent Control Law should be extended and the weaknesses in the present law should be corrected."

Whereas we are not familiar with the source of the President's statistics on rent, it is clear that the property owners who owned buildings in 1942 have had no such average increase as 1 per cent per month—especially since government figures reveal the fact that more than 90 per cent of the nation's landlords have had no increase in rent whatever since the freeze date.

The Dilemma of Decontrol

Under the provisions of the Housing and Rent Act of 1947 "after the effective date of this title, no maximum rents shall be established or maintained under the authority of the Emergency Price Control Act of 1942 as Amended with respect to any housing accommodations." This means that no rental ceilings are being placed on new housing. Moreover, many residential units are being decontrolled by virtue of the remodeling of apartments which have become vacant since the effective date of the Act and others are being decontrolled as a result of the cancellation of 15 per cent increase leases entered into in good faith since the effective date of the Act.

Congress is now faced with the problem of determining what it should do about those people (tenants) who in good faith accepted the implication of the Act and signed new leases at a 15 per cent rental increase in order to protect themselves against the end of Rent Control on February 29, 1948. If the Congress fails to grant a horizontal increase of 15 per cent in rentals, the people who signed leases will have simply been trapped into higher rents by their own fears of decontrol. On the other hand, there is widespread political sentiment against the imposition of a horizontal 15 per cent increase. One of the ways out of this dilemma is, of course, the abdication of rent control in favor of state administration. At the present writing it is doubtful that the Congress will yield to the States.

It seems clear that the majority of the tenants now protected by rent control will continue to be so protected at least until the end of 1948 and very probably until the end of 1949 as a minimum.

ELEVATOR MODERNIZATION

By *Kendall Cady, CPM*

The decision to modernize elevator equipment represents only a preliminary step in the process of determining upon a program of detail. This second article in a series of three points up factors to be considered.

A PREVIOUS article on this subject was devoted to the problems incident to the decision to modernize elevators. This article presupposes that the decision has been made and attempts to give the owner or agent a little information about a wide variety of subjects which he will face in working out the details of the elevator modernization. These subjects have not been classified in the order of their importance. Nor has an attempt been made to discuss each of them fully, since the two articles on elevator modernization are intended primarily to point out the problems and suggest varying solutions, leaving the final choice to those persons who have adequate knowledge of the particular job and thus are qualified to make the decision.

New Cab versus Rebuilding Old

In the majority of conversion jobs we find that the old cab did not have doors. Since it was a manually operated car the operator was expected to keep the passengers back from the front of the cab and to stop the car immediately should one of the passengers make a sudden move toward the unprotected cab doorway. If this cab is to be changed to automatic or passenger control, city ordinances invariably require gates or doors on the cabs. Solid doors are most satisfactory on the three counts of appearance, safety, and operating efficiency.

In a modernization job for a good building, automatic doors undoubtedly will be required and it will be necessary to reduce the size of the cab by approximately three inches on this one side in order to allow their installation. This loss of floor area naturally decreases the maximum passenger carrying capacity by about one person—which loss is offset by the gain of eliminating the operator. Whereas the old car sling generally will be reused, the cab itself must be cut down, a job which can not be performed satisfactorily except in a cab-making shop. The cost of remodeling a cab in this manner generally amounts to approximately one-half the cost of purchasing a new cab. Thus if there are any objectionable features of the old cab or if it is out of style it is wise to purchase a new one. However, if the old cab is in good condition it will be profitable to reuse it.

In ordering a new cab the elevator company usually makes its estimate on a fixed cab allowance in the neighborhood of $1,000 for a metal cab in apartment buildings and $1,500 for office buildings. The building operator should plan to add something to the elevator company's minimum

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allowance in order to secure the type of cab he needs and wishes. Suitable steel cabs for apartment buildings usually cost slightly over $1,000 and wood cabs are $1,250 or more.

If a new cab is purchased care should be taken to secure a modern style and one which will harmonize in architecture with the lobby and upper floor corridors. In many buildings we find that lobbies have been modernized from time to time but the elevator has never been brought up to date in its styling. In such a case it would be foolhardy to save a few hundred dollars by reusing the old cab.

The new cab should be fitted appropriately for the building. The handrails, lighting fixture, fan, license certificate frame and the control panel will generally be furnished in bronze, stainless steel or chrome. It is possible to secure different treatment of wainscoting if required in the case of cabs used for transporting suitcases or other bulky articles which are likely to damage the finish.

A great controversy rages over the advantages of steel versus wood cabs from the point of view of refinishing. The steel cab is slightly easier to finish if it becomes scratched and marred so much as to require complete refinishing. On the other hand, the wooden cab with its varnish or lacquer finish can be touched up more easily if the scratches have not actually damaged the wood below the finish. As a general rule, the traveling public seems more prone to scratch and vandalize steel cabs than wooden ones.

The wooden panels of the modern wooden cab are in reality a plywood with a steel backing plate. Consequently the creaking caused by slight distortion of the cab in its movement which was an annoyance in the old style wooden cabs is virtually eliminated. Echoing of noise and hums is probably more prevalent in the steel cab than in the wooden one, and certainly the illusion of elegance or grandeur creates a decided feature in favor of wooden cabs.

Cab Doors

Modern cab doors are invariably hollow metal construction and do not contain vision panels. The need for a glass panel through which the operator of the cab can observe passengers waiting on a floor is eliminated with the more modern selective type of equipment. Elimination of this panel obviates the necessity for keeping the shaft decorated and tends to reduce maintenance cost to the building. Its elimination also reduces the sense of speed and to a certain extent the fears of passengers regarding vertical transportation. The cab side of the door should, of course, be finished to correspond with the finish in the cab itself.

Although single panel doors may occasionally be used, they are very rare since the cab opening is generally greater than one-half the width of the cab and as a rule the single panel door cannot be installed in such manner as to allow the use of the full opening. The two speed door consists of two panels set one in front of the other. When the door is opened, these two panels rest at the same point; as the door closes, the inner panel moves far enough to cover the near half of the cab's entrance, while the outer panel, moving approximately twice as far, covers the farther half of the entrance. Thus the outer panel moves at approximately twice the speed of the inner one since they both reach their closed position at the same moment.

All elevators are equipped with hatchway doors and there is of course a strong desire on the part of economy-minded managers to reuse them. This is feasible only when the doors are structurally sound enough to

withstand mechanical operation. Such operation tends to twist the door and in the long run only modern hollow steel doors or exceptionally sturdy wooden doors are likely to stand up. The exterior finish of the lobby hatchway door should match the lobby in style and color characteristics. Upper floor hatch doors should similarly harmonize with corridor treatment or that which is planned for the future.

Quite frequently we find the hatch doors in buildings to be of the swinging type, which cannot be safely mechanized. In a modern high-class building it is unthinkable that the passenger should be forced to open them manually. As a general rule, the swinging door cannot be reused as a sliding door and new doors are indicated. In most cases these new sliding doors can be hung inside of the elevator shaft, although this makes it necessary to cut down the cab still further in order to allow clearance. It also, of course, makes it mandatory that a new threshold, if not entirely new door framing, be installed. This operation is much less expensive than in the relatively few instances where the cab cannot be cut down and we find it necessary to rebuild the wall adjacent to the doorway in order to allow the door to slide within the wall itself. Building codes and safety requirements generally do not allow the sliding door to be placed on the corridor side of the wall, since this would leave a space between the doors large enough for a child or even a small adult to be trapped by closing doors.

If the original installation were a sliding hatch door, a decision will have to be made as to the reuse of the old hangers. As a rule the decision must be left to the judgment of the elevator manufacturer. The upthrust type of hanger can generally be reused, whereas those which bear down only can never give a satisfactory job. The dust protection provided by hanger covers is absolutely necessary to good operation and they are a *must* on every conversion job.

Care should be taken to see that the doors and their installation comply with local fire and building codes. Elevator shafts are a distinct fire hazard and local authorities are not likely to overlook improper materials or designs.

Some protective device is of course necessary to prevent the door from closing on passengers. The two devices generally used are the so-called safety edge and the electric eye. The electric eye in its original use conception for this type of installation was generally installed at three levels—approximately shoulder high, waist high, and slightly below knee high. Some difficulty was experienced with this type of installation because it was possible to project a portion of the body into the door opening without breaking the beam of light which actuated the doors. This problem has been fairly well controlled by the installation of only one electric eye, so located that the beam of light criss-crossed the door a number of times as it was reflected from one mirror to another on the journey from its source to the photo-electric cell. It is possible, of course, for this type of device to get out of order, although perhaps not much more frequently than a mechanical device. There is some annoyance when children or malicious persons discover that the elevator door will close and bounce open continually if a smudge is placed on the source of light or on one of the mirrors, or if paper or other opaque material is stuffed into the light source shell.

In general, the photo-electric cell is not considered as satisfactory as the safety edge. This type of installation consists of a soft rubber bumper along the entire leading edge of one of the doors. This bumper protects either a cable or a long metal strip and

whenever the rubber is slightly depressed by hitting some object the door-opening mechanism instantly retracts the door. The door stands open its allotted time and then closes again. The effect of this action even upon a person who is deliberately holding the door open is a recurrent jiggling of the door which nags him to allow it to shut.

Cab Floor Covering

A majority of modernization bids include some sort of platform floor covering, and the purchaser as a rule has a choice of several alternates. Most codes require that the brass plates installed in the elevator floor, which may be removed for the purpose of resetting the safety, be easily accessible. Thus this plate must extend through the floor covering or the floor covering must be a removable type.

The basic floor material of most cabs is a wooden floor to which may be affixed almost any type of covering. Marble and terrazzo are not generally used because of added weight and because they are hard and rather uncomfortable to passengers. Linoleum has the advantage of being fairly inexpensive, easily cleaned and waxed, and quite durable. It is subject to burning, however, and does not have any particular quality appeal. Asphalt tile is even less expensive, is not subject to damage by cigarettes and similar minor burns, is somewhat harder and less resilient and inclined to be more slippery especially when waxed or wet. Rubber tile, although susceptible to burning and somewhat more susceptible to abrasion, is much more comfortable and is probably a superior floor covering despite its additional cost if a compromise must be made between carpet and a harder type floor. It is especially useful in transient hotel and office building elevators where traffic is heavy and the luxury of a carpeted floor is not required.

Carpeted floors have without doubt an appeal not available in other materials. They have the disadvantage of being harder to clean, more costly, and of representing some special problems in their treatment if they are not to present a tripping hazard. The most desirable of carpeted elevator coverings is a type of carpet which has a deep sponge rubber pad permanently affixed to the back. This carpet has enough stiffness so that it need not be fastened down. In a square cab it can be reversed to shift the wear, removed for cleaning, and has the highest luxury appeal.

Another type of carpet which has a rubberized back is often used in elevators, probably principally because it is available in pile heights and patterns which lend themselves to such use. It is often sold on the theory that because of its rubberized back it may be patched by inserting a small new piece along the threshold or near the control panel where the greatest wear comes. This argument is generally a fallacy since although the carpet can be patched new, once a portion of it has been worn the patch will show despite the fact that the seam does not. Another advantage of this type of carpeting is that special designs are available by cutting out portions of it and replacing with other colors, much as designs are installed in linoleum. Carpet in general has the advantage over the hard floors of being a shoe cleaner and is often well worth while purely because of its dirt-catching ability in order to decrease cleaning costs on upper floors.

Most types of carpet do not have sufficient stiffness to lay without being fastened to the floor. The most common installation, although "slightly" illegal, is to nail the carpet to the wooden floor below it. The second most common method is the installation of grommets or snaps so that the carpet may be removed. This method is

not entirely satisfactory since the carpet tends to shrink when washed and does not fit properly upon replacement. One method of holding carpet in place which is proving fairly satisfactory is the installation of a removable section of threshold in the cab. This threshold is so designed that the leading edge of the carpet may be thrust under it and it may be screwed down as a clamp. If the carpet has been thoroughly sized and if this clamp takes a fairly large bite on it, the carpet does not tend to move or wrinkle despite the fact that it is not fastened elsewhere.

Carpet in elevators should be thoroughly padded both for the sense of luxury and for the practical advantage that it lasts several times longer if laid over an adequate pad. Fifty-four ounces to the square yard, waffle-type, all hair padding is highly to be recommended for this use. Whenever practical, carpet should be laid over a linoleum, asphalt tile, or rubber tile floor so that an attractive floor covering will be available during periods when the carpet is out for cleaning and repairs. Carpet does not require the daily cleaning and almost daily waxing which are needed to keep the harder types of floor looking at their best. It also does not generally represent any slipping hazard, a factor which recommends it highly over hard floors.

Safety Features

One of the most important benefits to be received from the modernization of elevators is the additional safety provided for the traveling public. An analysis of elevator accidents indicates that the modern elevator is almost fool-proof. Elevator accidents, although too frequent and very spectacular since they often result in fatalities, occur almost entirely in outmoded installations. Perhaps the greatest single factor in the elimination of such accidents is the interlock. This device consists of interior latches on each of the hatchway doors, all connected into an electric circuit which is broken whenever one of the doors is not closed and latched. The car itself is connected into this circuit in such a manner that it cannot move until the circuit is completed by the closing and locking of all doors. Not all of such devices are approved by the insurance underwriters. Care should be taken in selecting such equipment if credit in the form of reduced liability insurance premiums is desired.

Although the ordinary equipment installed to bring the car to the proper floor does not provide for letting the car ride below the lowest floor or above the top floor, additional safety is provided by fixed top and bottom limit switches. These switches cut off the power and apply the brakes whenever the car moves into "forbidden" territory. With proper well-maintained equipment it is possible to set these switches at the floor level so that even in the event of failure of the regular mechanism to stop at the proper place the car will be stopped in such a position that passengers can unload easily and safely.

Most city codes provide for bumpers in the pit to restrict car travel downward should the limit switches fail or the car fall free. In the conversion of elevators from manual control it is generally found that the old bumpers are no longer acceptable to code authorities. The installation of the taller required types poses a difficult problem in buildings that do not have a deep enough pit to contain them. The following solutions are sometimes available:

1. Often there is a basement stop below the first floor which is unnecessary and which may be sacrificed in order to allow greater head room for the bumpers. Such a "sacrifice" often results in saving the cost of new equipment such as doors, hangers, interlocks and push-

buttons. It also saves one full position on the controller.

2. Oftentimes the bumpers may be set into a hole in the floor rather than at pit level—an operation much less costly when feasible than lowering the entire pit.
3. Pre-compression of the bumpers is generally allowable to some extent. If only a small additional space is required, authorities will usually allow the installation of a device to hold the bumper from extending upward to its fully designed height. Such a device does not impair its safety efficiency.

All modern equipment contains some device for stopping the car should it reach an excessive speed, either by virtue of a "runaway" of the driving equipment, or falling. Such devices are a required part of any new installation and are generally affixed to the governor cable in such a manner that when this cable runs over its shive in excess of its normal speed, the safety device shuts off the power, actuates the brakes and applies extra braking facility through a metal dog which grips the guide rails.

After elevator modernization, the company doing the work will present the owner with a slip acknowledging delivery of the equipment. This is the point at which the equipment is deemed to be satisfactory and the signing of this slip releases the elevator company and its insurance company from liability, returning the risk to the owner and his insurance company. The owner should insist that the elevator inspection department of his municipal government as well as his insurance company inspect the equipment and are thoroughly satisfied with it before taking delivery.

Parking

Automatic elevators have generally been provided with a "home landing device." Usual practice is to provide that the car automatically return to the first floor whenever it is not in use and has no register calls. The assumption that the next call was most likely to come from the first floor has of course some merit in considering the main floor as against any other single floor in the building. It is, however, equally obvious that only one-half of the calls can originate at the first floor since the persons who go up into the building from that level must of necessity make an equal number of trips to get out again.

Exhaustive studies of the interval of waiting do not show that the service in average buildings is improved materially by the addition of this home landing device. Buildings which are characterized by definite upward or downward flows of traffic at fixed periods of the day do lend themselves to some slight improvement in service when two home landings are provided. For instance, in an apartment building characterized by a downward traffic flow in the early morning hours some service improvement is noticed by the use of a top floor home landing during this period and by the use of a ground floor home landing during the period when most tenants are likely to return to their apartments.

In installations using two cabs, it is possible to improve service by the use of a device similar to the home landing one which creates a home landing at the main floor for the car making the down trip and automatically shifts the other car into a top floor home landing position. This device tends to place the parked cab at a position slightly closer to random signals than if the car were left at the point of egress of its last passenger.

If the car is required to make a return trip empty to a home landing after each use, it would appear that the mileage put on the car will be almost twice its normal operating mileage. In actual practice, the car takes several passengers on the average trip and the milage is not doubled by the home landing device. However, it is materially increased with resultant increased cost of

operation from power, maintenance and depreciation standpoints. The installation of home landing has one other objectionable feature—namely, if a call-button on a floor other than the home landing floor is maliciously or accidently held in the call position the automatic car will make a trip to the floor, open its door, close it after the pre-determined interval, and when it does not receive a signal directing it to a desired floor will then return to its home landing floor. As soon as it has made its home landing it will be subject to a call in the reverse direction and will then return to the floor where the button has been plugged. Thus it would appear that the home landing device greatly increases the cost of operation without a resultant material increase in service.

Position Indicators

The position indicator is a device which indicates to the observer the position of the car in the shaft and the direction of its travel. Since more passengers enter the car at the ground floor than any other floor, such devices are commonly found at this level. The public is generally impatient in regard to waiting for elevators. This device tends to take their minds off the waiting period, since the wait does not seem as long to a person who is occupied in noting whether the car stops or not in its trip and is reassured when it is moving toward him. The indicators serve some use in that as the car approaches the floor, waiting passengers being apprised of its imminent arrival are prepared to board it and thus the device improves the service slightly.

In buildings of five stories or less, position indicators are not needed in the cab itself. However, in taller buildings they serve a decided function in that they warn riders of the approach of their floor and facilitate the movement of passengers within the car so that those who are to leave at the next stop tend to assume positions nearest the door and thus to improve service. This is especially true if the indicator is used in combination with a device which shows the next stop to be made by the car.

Position indicators may be placed at each hatch entrance on upper floors. This is not generally done since they are rather costly and building managers tend to believe them an unnecessary piece of equipment because of their more limited use. They might be considered if they are available at reasonable cost, however, since they serve the same function but to a lesser extent as the indicator on the first floor.

If position indicators are not used on the upper floors, general practice is to use one of two types of signal light in the up and down button panel. As a rule, this jewel lights whenever the car is in use and bears a legend such as "in use" or "car coming." These jewels are somewhat deceptive in that they lead the prospective passenger to believe that he is about to receive service, whereas they merely indicate that the car is in use but do not indicate that it will stop at his particular floor. The public is fairly well accustomed to this situation and consequently little or no complaint is received since passengers "catch on" quite rapidly that they are exepcted to punch the button even though the jewel is lighted. It is possible and probably slightly preferable to secure the installation of a more expensive type of wiring, which lights the jewel only after the prospective passenger has signaled the car. The light then becomes a "signal received" or "signal registered" symbol. It will generally be found that this refinement adds more to the cost of new equipment than it adds to the value of the finished installation.

In buildings with fairly heavy traffic and which require the fullest refinements, it is

expedient to install up and down signals in the back of the cab where they are plainly visible to the prospective passenger before he enters the car. Since in most installations the prospective passenger does not know the direction of travel of the car, he naturally assumes that it is going in his direction whereas it may actually be going in the opposite direction and have stopped at his floor to discharge passengers. If the words "up" or "down" or a directional arrow are lighted prominently in the back of the cab, he will be immediately apprised of this situation, realize that the cab is stopping to discharge other passengers, and some slight confusion and delay in unloading will be eliminated. The prospective passenger will also have been saved the annoyance of getting into the car and finding that it starts in the "wrong" direction.

Establishing an Occupancy Sample

By *B. L. Lefler*

Although almost all typical U. S. cities have enjoyed 100 per cent residential occupancy for a number of years the time will come again when the amount of vacancy is of vital interest to the real estate manager. At that time it will be important to know the technique of setting up a statistically adequate occupancy sample.

THIS PAPER will present some of the more basic principles which should be understood in establishing an occupancy sample. It will limit itself to the residential type of real estate though some of the techniques described may be adapted to other types. Statistical processes and principles of market analysis will be dealt with only briefly. The basic methods outlined will not constitute a series of absolute specifications for the reasons that specifications for establishing an occupancy sample should not be written for any city until a thorough inspection is made of housing records in existence for that city, and until the objectives to be served by the occupancy sample are known clearly.

The procedures examined are designed especially for residential real estate in a typical larger city. This may include a variety of property such as houses owned and rented, ranging from shacks to mansions, as well as new and old houses held vacant which are for sale only; apartments both large and small, furnished and unfurnished, cooperatively owned, owner occupied and rented; rooming houses and hotels both of the transient and permanent tenant type; non-typical buildings such as temporary housing facilities which are government owned and which may soon be converted, demolished or sold; and numerous other types of residential real estate.

Purpose of Sample

It is assumed that an objective of the sample is to provide occupancy data periodically (usually once each month, each quarter or each year) which will be representative of the true condition in the aggregate of all types of real estate in the area. It is further assumed that the data will be of a functional type which will allow a considerable degree of economic analysis and interpretation. In the latter case, the statistical data obtained could be used by the purchasers as a part of their factual information in formulating plans with respect to problems such as ascertaining probable rental rate level trends for different types of residential property; determining what specific types of new construction can be built economically along with how much or how little; and generally for determining a range of policies which it may be advisable for an association group to follow.

Selection of Sampling Units

The residential units to be included in an occupancy sample for any city should be as nearly representative of the housing units existing in that city as it is practical to set up, except for disproportionate sampling as hereinafter described. The selection process should be automatic and so designed that every unit of housing has an equal chance of becoming a part of the sample.

Let us assume that you are establishing a residential occupancy sample for a city of approximately 700,000 total population which contains exactly 200,000 residential housing units; and that you have determined upon a sample of 4,000 basic units. Based upon laws of probability an almost perfect cross section would be obtained by selecting every fiftieth housing unit for your sample. If these units were selected automatically the sample would be a highly reliable cross section. For practical purposes, however, this method should not be used because of the cost and difficulties in setting up the initial occupancy sample and because of the cumbersome nature of operating it. This procedure would overdo scientific method. Errors in trying to operate such a sample would be considerable and operating costs high.

A preferred method which would provide a sample much easier to set up, easier to operate and in final analysis more accurate, is to designate automatically 400 sampling "group units," each consisting of 10 consecutive housing units. In some blocks you would select ten houses in a row; in other blocks, ten apartments in an apartment building; in certain blocks you would use ten rooms in a rooming house, while in others you would overlap two or more types of residential housing.

A more economical method of setting up an occupancy sample would be to designate still larger sampling group units of residential housing—25, 50 or 100 consecutive units of housing in a group unit. Generally, the latter method is not to be recommended if too large a number of consecutive housing units are designated for a single group unit. If 25 consecutive housing units make up a group sampling unit, a sample of 4,000 housing units would, therefore, consist of only 160 group units each containing 25 housing units. This would be an acceptable sample for some cities but would impose limitations on the use of sub-sample data.

For cities which have the advantage of land use survey reports prepared by the Federal Government or any other good census showing types of housing block by block the automatic selection of group units for an occupancy sample is a relatively simple process. When such data is used reasonable care must be exercised to accommodate changes created by new building and demolition.

Let us assume that it has been decided to use ten consecutive housing units for the sampling group in a city of 200,000 housing units, and that the sample is to consist of 4,000 individual units. This means that there would be 400 sampling group units of ten housing units each, or that there would be one sampling group unit for every 500 housing units in the city.

In this instance the procedure would be as follows: select sample group units of ten housing units each; starting with block No. 1 of the city, observe the number of housing units in that block; put that number in an adding machine and continue on until the total in the adding machine passes 500. Designate a sampling unit for the block by simply writing the adding machine figure in that block. Then continue adding the total number of housing units for each subsequent block until the number 1,000 is passed. Write the larger figure in that block; continue on past 1,500, etc., until the entire city is covered and every sampling group unit is designated by block and by a number.

Your field workers should then go to each of such designated blocks in order to determine just what housing units are to be included in each such group unit for the sample. Let us say the figure for your first designated block was 514. The field worker should start at the northeast corner of the

block or any other specified corner, walk to the left (or right) but always in a specified single direction past the first 14 housing units and designate the next 10 housing units as a group sampling unit for that block. For the block reading 1,005 your field workers would start at a specified corner, walk in a specified direction, skip the first 5 housing units and designate the next 10 units for the second group unit of the sample. By continuing this process field workers would designate the 4,000 housing units to be included in the sample which would be thus made up of 400 group units of 10 housing units each automatically selected and distributed geographically over the city in proportion to the number of housing units in each area.

Stratification of Sample

If the total number of housing units existing in each of several different types of residential housing in a city are known, block by block, an occupancy sample can be improved by stratifying the sample.

Assume a 200,000 housing unit city had 40,000 housing units in two-flat buildings and other known numbers of housing units in other types of housing. The selection of the two-flat building sample units for the sample can be set at 20 per cent of the sample at the outset or 800 units. This would assure that the sample would contain an exact proportionality of two-flat units as compared to other units in the sample as the proportionality of actual two-flat units bears to the actual number of all other units for the city.

The selection of the actual sample two-flat units may then be automatic by using the same techniques of selection as previously described. The selection process in this instance would disregard all other types of units while selecting sample two flat group units.

This principle of stratification can of course carry through to cover all other types of housing, each type to be stratified in an exact proportionality for the city.

Although stratification of an occupancy sample increases costs only slightly, if data for the city is in good form, it is not at all one of the most important essentials for an occupancy sample. Automatic processes of sample unit selection does in itself a good enough job of "automatic" stratification for practical purposes. This selection procedure, if the sample is of sufficient size, usually will closely approximate true proportionality. The principle of disproportionate sampling which we will examine in the next paragraph, decreases somewhat the need and benefits of stratification efforts.

Disproportionate Sampling

The use of disproportionate sampling is highly desirable in the establishment and operation of a residential housing occupancy sample. Let us assume that furnished apartment hotels constitute exactly 5 per cent of the total residential housing units in a specified city. If a directly proportionate (stratified) sample of 4,000 housing units were set up for that city the sample itself would contain exactly 200 furnished apartment hotel units. A preferred functional occupancy sample in this instance would contain a considerable number of furnished apartment hotel units in excess of 200 and to that extent the disproportionate sample would be over proportionality for furnished apartment hotel units and would increase the total size of the occupancy sample over and above the originally described 4,000.

An example will illustrate the wisdom of disproportionality for the apartment hotel type of residential housing. When the automatic selection of sampling group units designates one such group unit in an apart-

ment hotel containing say 150 furnished apartment units it readily can be observed that it would be just as easy to have such a building report on its total occupancy (or vacancy) periodically as it would be to have such an apartment hotel report on only 10 specified units in the building. It would also be easier to designate the whole building as a sampling unit than to designate 10 specific apartments in the building. Furthermore, if 10 specific apartments in the building were designated for the sample unit, there is a danger of the bias of professional effort entering into the occupancy status of the 10 units so designated; that is, the owner of the building might unconsciously be inclined to keep those 10 sample units occupied in preference to certain other units in the building. Practice discloses that some disagreement would normally exist between the building manager and the research supervisor as to just why certain specific units should be included and others excluded.

Similarly the principle of disproportionality may be employed for other multiple unit residential housing buildings whenever such larger buildings automatically fall into the occupancy sample. The final figures turned in for each such disproportionately large sampling unit are reduced to a 10-unit basis before tabulation. Otherwise occupancy ratios of large buildings would disproportionately outweigh occupancy ratios of smaller buildings in final figures. If a 150-housing-unit building shows a vacancy of 5 units of various sizes the final figures reduced to a 10-unit basis would be a series of fractions. This is entirely satisfactory. It tends to more accurately depict true rental conditions existing because of the increased sample size, while at the same time it simplifies the selection and the operation of the housing sample.

Disproportionate sampling is often used by able research technicians in consumer research surveys. Since the techniques are important as a practical research method for many kinds of real estate samples and surveys, some elaboration herein is warranted. Assume you wish to ascertain the family buying habits of the upper 5 per cent of incomes for a class of product with a same degree of certainty that you determine the family buying habits of the lower 40 per cent of incomes. Assume that a proportionate sample of 4,000 units provided an accurate sampling of the lower 40 per cent of incomes but failed to supply a sufficient number of units to accurately sample the upper incomes. It would be a waste of money to enlarge the survey far beyond needed accuracy for the 40 per cent lower incomes in order to acquire the required or equal number of upper income families in the sample. The economical procedure is to expand the survey of upper income families only and discontinue surveying lower income families when desired stability of data is reached.

If occupancy peculiarities exist in any one or a few single types of housing it may be found highly desirable to expand the sample temporarily at times for that type of housing in order to make revealing and accurate sub-analyses. Since homogeneous types of housing tend to exist side by side it is normally quite easy and sufficient for practical purposes to expand the group sampling units which have been established in such areas where the particular types of housing under study tends to exist. This can be done with ease from the combined block information used in setting up the sample and the designated sample units. Simply expand the correctly specified group sampling units by 10 or 15 consecutive housing units of specified types on either side and/or add by automatic process specific additional sampling units to fall in between

specified established units in designated areas.

Probability Statistics of Sampling

The periodic occupancy data obtained from a functioning occupancy sample will be an exact duplication of the true conditions of occupancy for a city only by coincidence. Some range of sampling error is probable in any sample. This range of error, however, is much smaller than the average person would think if the occupancy sample itself has been established with care.

We are all familiar with the classic phenomenon that if you flip pennies in the air, head over tail, ultimately the total number of heads turned up will be approximately the same as the total number of tails—that as the number of pennies flipped up increases, a division between head and tail tends to approach a greater certainty of being nearer and nearer a fifty-fifty basis. This is an expression of the law of probability. A research technician knows that if you flip up 4,000 pennies the odds are 20 to 1 that the number which would come up heads will be within the range of 1,937 and 2,063. He also knows that the odds are 385 to 1 that the number of heads that will come up will be within the range of 1,905 and 2,095 and that it will be improbable at any imaginable odds for there to come up only 1,800 heads or as much as 2,200 heads if, of course, the pennies are flipped up true heads over tails and tails over heads and not in a skewed fashion. Research technicians learn to know and respect ranges of probable certainties in analyzing data from samples and to act on certain sample statistics with the same certainty as they would act if a complete count were made. Normally a well handled sample is more accurate than a poorly handled and cumbersome complete count. The sample always allows revealing classification of subsamples usually entirely too cumbersome or impossible on a complete count.

If a percentage has been computed from a sample drawn at random from a larger universe it is subject to sampling variation. Assume that a 4,000 residential unit sample shows an occupancy of 95 per cent, thus a vacancy of 5 per cent or 200 housing units. We want to know how reliable is this data. The following tables show reliability of data for varying sample sizes and varying observed percentages of vacancy.

Size of Sample	*Observed Percentages of Vacancy*	*Range of Error you are reasonably sure (20 to 1 odds) of not exceeding*	*Range of Error you are practically sure (385 to 1 odds) of not exceeding*
4,000	10	+ — 0.95%	+ — 1.4%
4,000	5	+ — 0.69%	+ — 1.0%
4,000	2	+ — 0.44%	+ — 0.66%
1,000	10	+ — 1.9%	+ — 2.9%
1,000	5	+ — 1.4%	+ — 2.1%
1,000	2	+ — 0.9%	+ — 1.3%
250	10	+ — 3.8%	+ — 5.7%
250	5	+ — 2.7%	+ — 4.1%
250	2	+ — 1.8%	+ — 2.6%

From the above table it is observed that to decrease the range of certainty by one-half, the sample size must be increased four-fold. This is a basic conception to remember. Often when a small sample shows a great predominance in a single direction greater and far beyond that required for a given conclusion, a very small sample

study is all that is required to dictate a course of important action.

Formulae for determining the reliability of sample percentages:
Sample size 4,000 housing units
Observed percentages 95 per cent occupied—5 per cent vacant
3800 units occupied, 200 units vacant in sample

The range of error you are reasonably sure (20 to 1 odds) of not exceeding relative to vacancy for the entire city is plus or minus

$$2\sqrt{\frac{(.05) \times (.95)}{4{,}000}} = + - 0.00688$$

Thus the odds are 20 to 1 that the true condition of vacancy is

5% + — .0.69% or 4.31% to 5.69%

The range of error you are practically sure (385 to 1 odds) of not exceeding relative to vacancy for the entire city is plus or minus

$$3\sqrt{\frac{(.05) \times (.95)}{4{,}000}} = + - 0.01032$$

Thus the odds are 385 to 1 that the true condition of vacancy is

5% + — 1.0% or 4% to 6%

An analysis of the above tables discloses the degree of dependability of vacancy statistics taken by a properly set up occupancy sample and are presented in brief form only as it is not intended that this paper should deal in detail with sampling and probability statistics.

It is observed that the sub-samples such as occupancy of single family dwellings of 6 rooms or less which are rented or held for rent, not owner occupied, are examples of statistical data from an occupancy sample which would involve progressively smaller sub-samples. These sub-samples lose a degree of their reliability as the size decreases but are nevertheless greatly significant and should be adequately provided in a functioning occupancy sample.

In the future when vacancy begins to develop the first trends in sub-samples will be of deep significance. In some cities it may be found that three- and four-room unfurnished apartments will hold near 100 per cent occupancy long after certain other types show noticeable vacancy. Readers of this article readily will recognize the significance of a series of sub-sample trends and will appreciate the real value which could be had for all the industry if every city had a uniform occupancy sample in operation and would combine data for increased reliability on a regional and national level.

Biases to Be Avoided in the Selection of Sample Units

The chief bias to be avoided in the creation of an occupancy sample is the bias of selection. There will be a very strong tendency among real estate interests to state that the selected units are not representative of a particular block or area. They will wish to designate another group of housing units. This must not be allowed or the occupancy sample will not be representative. It is important in establishing an occupancy sample that the unusual conditions be represented in the sample just as well as the typical conditions for the city as a whole. Without further elaboration let it be said that the automatic processes must be carried out in order to have a truly representative cross section of the city.

A second important bias to avoid is the bias of non-response. If it is known that certain housing units cannot be included in the sample because the owner of the property refuses to cooperate in giving the desired information, it may become necessary to designate some different sampling unit for that block. This should not be considered too serious a matter. By all means be sure occupancy facts can be obtained from all units of the sample. An owner's or agent's stubbornness is not necessarily correlated with either a high or

low probable occupancy. The designation, however, of a separate housing group unit should be kept strictly automatic. Someone who has not seen the block should automatically designate some other group unit to replace that which cannot be used. It should be borne in mind that the newly designated group sampling units may be considerably different from the initial units which were not used because of total lack of cooperation from owners. However, if several such cases are involved the differences will tend to average themselves out over the whole sample.

A third bias to be avoided is the bias of erroneous classification. Specifications should be written carefully in advance so that field workers can segregate every housing unit into its proper classification. Adequate specifications should be so written that field workers can properly determine into what classification each house belongs. Otherwise, field personnel may classify the same unit differently and final data may receive erroneous interpretation by real estate economists.

A fourth bias to be avoided is that of misunderstanding. As an economy measure in the normal city the operation of an occupancy sample should be conducted by the real estate interests themselves in so far as possible. Let us assume that a neighborhood Realtor had assigned to him the reporting of the occupancy status of a row of ten designated houses. Let us assume that two of those houses were held vacant by the owners, not for rent but for sale only. It would be important that the real estate man in the area did not list those houses as being simply vacant but designated them as vacant but for sale only. It makes a considerable difference with respect to the status of housing demand to know the meaning of any vacancy existing. In many cities, we have a degree of vacancy in houses new and old, co-existent with a condition of acute shortage for rental housing. The vacancy illustrated is an expression of houses being held for sale only and it is obvious that a growth in vacancy of houses held for sale only does not represent a weakening of the demand for rental housing. It properly indicates a weakening in the market of homes for purchase.

Although the above mentioned four biases are the most important to watch in the setting up and operating an occupancy sample, there are certain others which should be avoided. The taking of occupancy data should be planned for some specific date of the month other than the first or the last day. A good date would be the tenth or the twentieth of every specified month. If occupancy figures are accumulated as of the first or last day of the month, there exists a certain amount of probable confusion in the minds of any non-professional researchers who supply the data. Let us assume we have a situation in which the tenant is moving out of an apartment on a lease expiring the last day of the month, but cannot get into his new quarters until the second day of the following month. That being the case the apartment actually may be occupied on the first of the month by such a tenant in the process of vacating but will remain vacant during the remainder of the month. Occupancy figures taken on the tenth or twentieth of the month will avoid confusion relative to occupancy.

A still additional bias may be termed the bias of unrepresentative status. It is assumed in the creation of an ideal occupancy sample that hotels would be included as a type of residential property. Since hotels fluctuate up and down, based upon convention activities and certain unusual circumstances, the actual figures of occupancy in hotels on any specific day of the month is

not as truly representative of the type of information desired in an occupancy sample for analysis of residential housing demand as would be the average occupancy of hotels for a longer period. Although any occupancy sample should treat hotels as a specific category of residential housing, the occupancy data on hotels (particularly of the transient variety) should be based upon average occupancy either for a 30-day period or for some longer period even up to 60 or 120 days if the occupancy figures of hotels are to be analyzed with respect to their effect on total residential occupancy.

Classification of Residential Housing Units

The final classification of types of residential housing units for the sample should embrace sufficient detail to allow ample sub-samples and provide for considerable cross tabulation. As a general rule of thumb the data relative to any sub-sample which involves less than 250 housing units should be viewed cautiously. But classifications should allow sub-samples as low as 50 housing units.

Assume a sub-sample of 50 houses which contained eight rooms or more show 15 vacant or an occupancy of 70 per cent, while three- to four-room unfurnished apartments show a 99 per cent occupancy. Because of the very small size of the sample, analysts would recognize that the actual city-wide occupancy of this specific size house might be more or less than 70 per cent but they would be reasonably sure within 20 to 1 odds that actual average occupancy of such an eight-room house for the city was within the range of 57 and 83 per cent. This would be a certain indication that there existed a much weaker rental market for the eight-room or larger house than for three- and four-room unfurnished apartments and thus warrant certain conclusions therefrom even though the facts were obtained from a small 50 unit sub-sample.

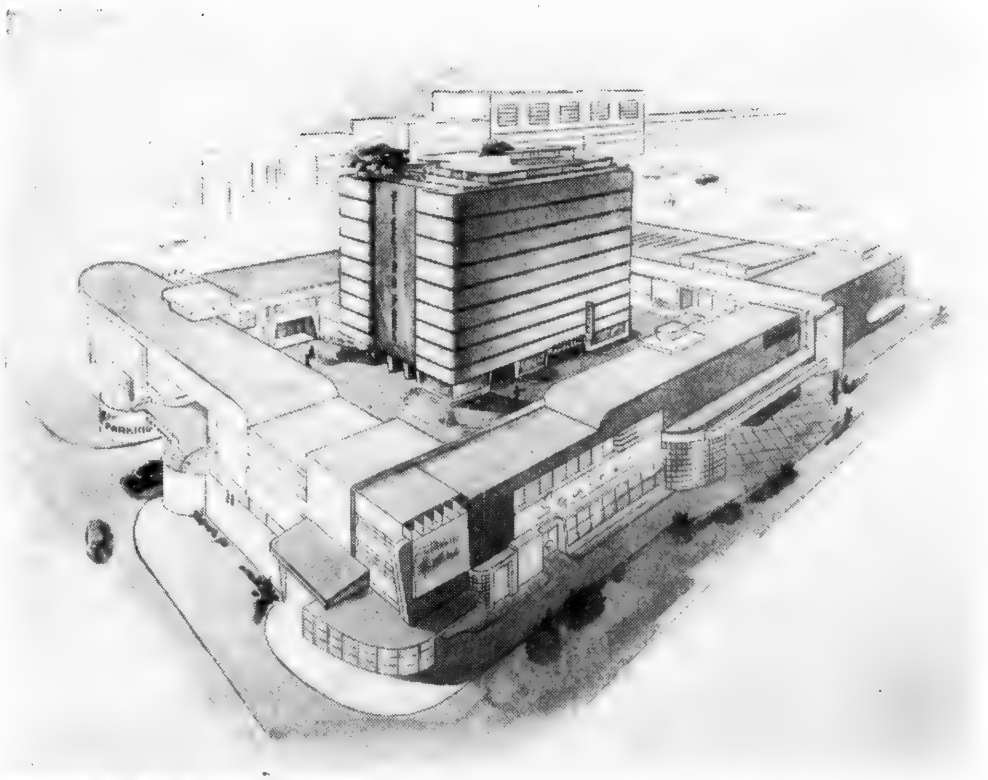
Generally, classification specifications for housing units should be planned to provide finer gradations than it is intended to report in regular statistics released. Adjoining classifications can always be combined with ease when setting up data for release in order to report on higher reliable and fewer sub-samples. Unless a fine gradation is planned at the outset much in the way of valuable and sure conclusions will be dissipated needlessly.

Multiple Use of an Occupancy Sample

The permanent type of occupancy sample described can be put to a multitude of uses. It can serve as a permanent cross section for a periodical survey of rental rate trends. It can be used in an analysis of involuntary doubling up or improper housing caused by shortage. A recent survey showed for one city a doubled-up condition of 18.9 per cent—nearly one out of five housing units occupied by two or more family units where one or more of such family units would move if they could find suitable housing.

Interest in residential occupancy data is at a low ebb in most cities simply because it is obvious there is an acute shortage—everyone knows residential occupancy is near 100 per cent. As vacancy first appears, an increased interest in occupancy data will exist. Much can be gained even currently by survey of an occupancy sample such as the type herein specified.

Under the influences of government regulation, increased population, changed family composition and high cost of construction, our housing is badly adjusted to public need. A scientifically planned occupancy sample, as contrasted to post office survey or any other over-all occupancy data, will provide insight of value to real estate interests, government planners and the public.



Typical Block with Parking Provided

A NEW SOLUTION FOR PARKING

By *Philip M. Rea, CPM*

City planners everywhere are only too well aware of the threat to location stability involved in insufficient parking. This broad subject is likewise of great interest to property managers whose business is frequently linked to the stability of commercial property. Hence the publication of this article which presents some interesting new data.

BEFORE I married I had two theories about bringing up children, now I have two children and no theories. In this matter of parking we can't work on theories, we can work only on practical methods.

The number one problem of every automobile driver is parking. When any problem reaches major proportions and seriousness it calls for special treatment and for vigorous action. Such treatment and action is long overdue on the parking

problem in most cities. Lack of understanding of the very important consequences of wrong and inadequate parking conditions is one explanation why effective action has not been taken. Another reason may be due to conflicting interests of different groups. Strictly speaking however, the parking problem has reached such importance today in many cities and communities that it means the difference between success and failure for their merchants, and a satisfactory profit in place of a loss to the property investor.

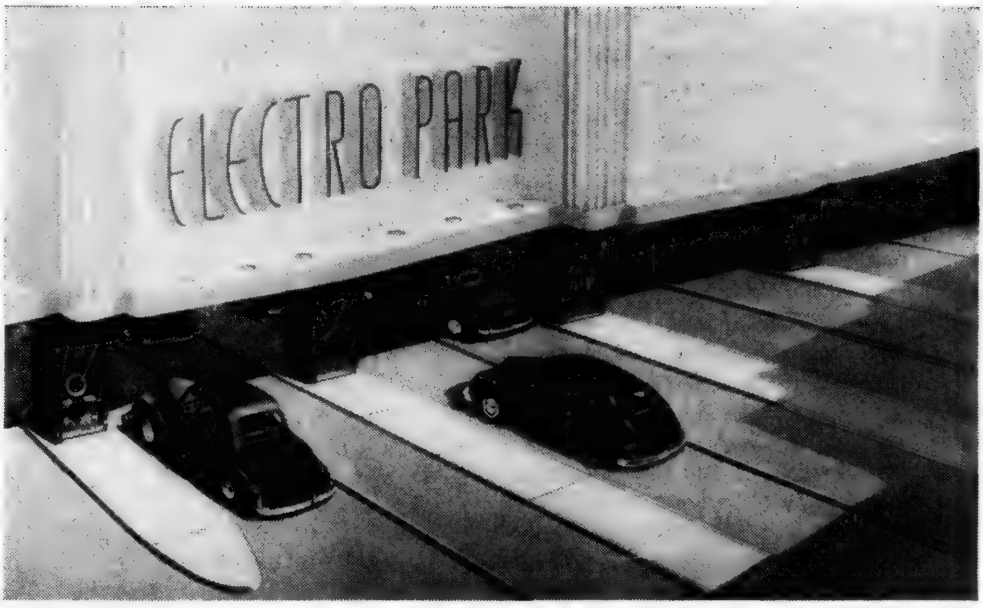
It is becoming recognized that terminal facilities for motor vehicles are essential parts of our highway transportation system. Cities are planning to improve their main traffic arteries and developing freeways, but in central business districts the terminal facilities have been seriously neglected and are inadequate. Hence the municipality itself, or private enterprise, must provide proper terminal facilities, or the value of the new arterials cannot be realized. There is a real question whether these arterial improvements should be made until there is assurance that reasonably adequate parking will be available; otherwise key city officials and leading merchant and property owner groups will find themselves confronted with very severe and embarrassing complications and further criticism.

Parking is a definite land use. There is no question that if any community desires to stabilize its business and provide the foundation for its permanent success, there must be developed as part of the community's business service, a parking plan which will furnish ample parking for all who may desire to do business in the community with the least inconvenience to customers.

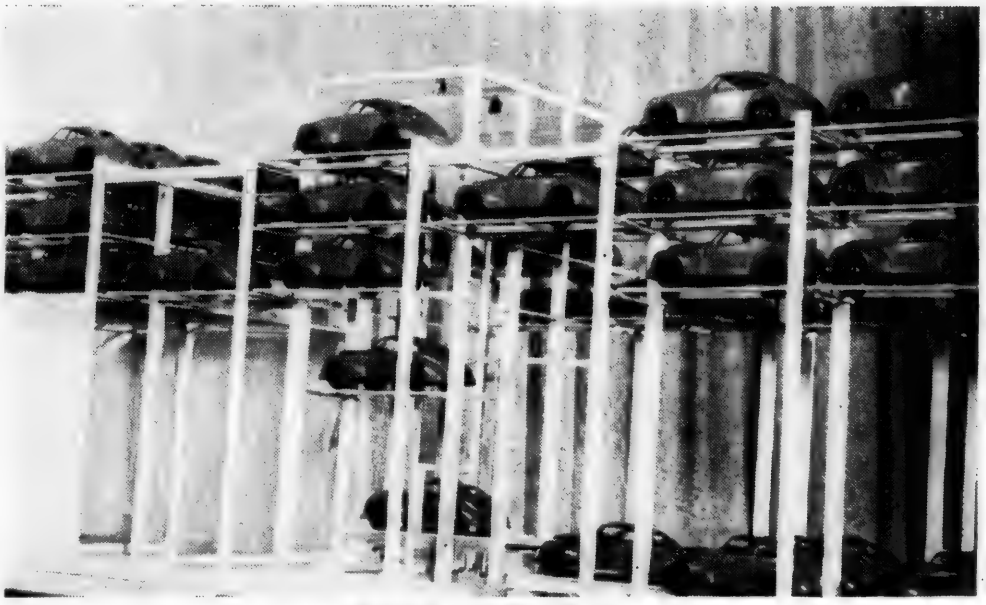
Southern California people operate more automobiles per capita during more hours and days of the year than those of any other section in the United States. Partly as a result and partly as the cause of this condition, public transportation has not kept pace with the rise of the private automobile. The result is that automobiles are used for a greater portion of everyday shopping and similar purposes than would be normally expected.

The proportionate amount of business done with automobile users varies according to the type and location of the business institution studied. Various surveys have shown that the number of store customers going into the downtown business section by automobile will equal approximately one-third of all customers served. On Wilshire Boulevard in Los Angeles, the proportion is much higher, in some stores reaching as high as 90 per cent.

The parking lot is the most common method of providing off-street parking space in the average city. Many parking lots in business districts are outgrowths of the depression. Owners found that by removing non-productive buildings their taxes were reduced to the extent of the assessed value of the buildings and in many cases even where the buildings were rented they were able to get more income from the vacant lot than they received from their buildings when occupied. In one case on Spring Street, in the financial district of Los Angeles, the owner received double the gross income from the lot than he had formerly received from a two-story building. It was estimated there would be a possible turnover in customer parking of two to three times per day. It actually turned out to be much more. The New York Stock Exchange opens on Eastern standard time, which is three hours earlier than Pacific standard time, and when the Stock Exchange customers were going home the afternoon retail store customers were be-



Entrance to Electro Park Building



Model Showing Deck Parking

1947

ginning to arrive downtown to shop, a block west on Broadway where there are no parking facilities provided in that immediate area. Many lots so strategically located turned away as much or more business as they were able to take care of, because of their limited capacity.

The landlord will be wise to provide adequate parking for his tenants because what helps his tenants will be reflected in his increased income. An outstanding and typical example of the value of parking is the case of a tenant on Wilshire Boulevard in Los Angeles who agreed to pay 20 per cent more rental for adequate free parking for its customers. Instead of paying 5 per cent gross sales the tenant agreed to pay 6 per cent. The results were much more satisfactory than had been anticipated both for landlord and tenant, being over 300 per cent higher. Needless to say, the customers of this merchant are spreading the news about the availability of adequate free parking.

Here is another illustration of the value of convenient off-street parking. A merchant at a heavy pedestrian-travelled intersection pays $750 per month for a one hundred car capacity lot, which he paved at his own expense, and operates with three attendants. He estimates this service accounts for 33-1/3 per cent of all his gross business. He contends that provision for parking is absolutely indispensable, regardless of location.

Hollywood Plan

Under the Hollywood plan sponsored by the Hollywood Chamber of Commerce, there are two active organizations, one known as the Hollywood Merchants Association, and the other known as the Hollywood Property Owners Association, each being a separate corporation and having its own officers and board of directors. The merchants pay into the association an amount based on a percentage of their monthly rental. This fund is used for publicity and business promotional purposes only. The property owners pay into their association the same amount as the merchants. This fund is used for parking (all shoppers being given three hours free parking), and each merchant has a validating stamp with a number. It has been estimated that at least 25 per cent more rent is secured with this plan in operation. In a survey made in Hollywood it was found that store customers parking at the curb averaged $4.43 per trip, and the average total sales volume per parking ticket validated by Hollywood stores providing free parking was $17.67. It was found that at least three hours free parking must be provided to serve 75 per cent of Hollywood customers.

In a questionnaire study covering 1,000 cars actually parked in Hollywood, it was found that of the cars using parking lots, the parking charges of approximately one-half were paid by the customers, while the other half were validated by stores. It is assumed that this proportion of parking lot users still applies. The logical inference then would be that one-third of all automobile customers park at the curb, one-third have their tickets validated by stores, and one-third pay their own parking charges.

The property owners and merchants of Hollywood realized the value of parking and had the courage of their convictions to back up a plan, and the results are most satisfactory, but even now with their plan working good, they find they must obtain more parking space for cars. The only solution may be to build *up*.

Another successful example of private venture is the Oakland, California, experiment, started in 1929, known as the Downtown Merchants Parking Association. This

organization now comprising 164 members, has acquired a number of strategically situated low-income properties for parking lots. Land is acquired either by purchase or by lease, with a 10-year minimum term for leased property, and an average rental of one and one-half cents per month per square foot. The rate for parking in Oakland lots is 10 cents per hour, but the motorist can park free for two hours by having his parking check validated in a member store, regardless of whether a purchase is made. Because of the comparatively high hourly rate after the expiration of the free parking period, the rate of turnover per car space is quite high as compared to the average commercially operated public parking facility. In one of the seven lots operated by the Oakland merchants the daily turnover is as high as 10 cars per space per day.

Underground Method

Another new method of providing off-street parking facilities in congested business districts is the use of the underground parking garage. San Francisco partially met its parking problem by constructing between March 1941 and September 1942, a terminal under Union Square. The Union Square garage was constructed at a cost of $1,500,000. Of this amount $850,000 was an RFC loan and $650,000 was raised by public subscription. The city of San Francisco holds all common stock and will take title after proceeds of operation have retired preferred stock and the RFC loan. The garage has a capacity of 1,700 cars, an average cost of about $880 per car space. It is estimated that this capacity of parked cars would fill the curb facilities of 108 city blocks or would be equal to a capacity of over eight miles of curb space. The garage is a four-story fireproof structure 412.5 feet by 275 feet by 48 feet deep.

Beverly Hills Survey

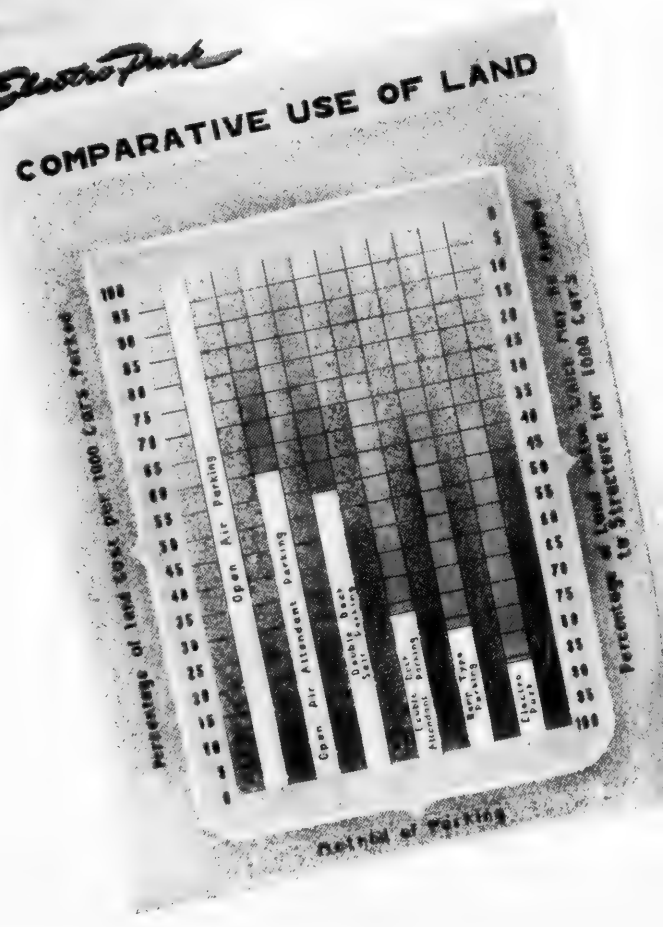
Recently the city of Beverly Hills, realizing the seriousness of the parking situation in its business district, engaged the firm of Harland Bartholomew and Associates, an organization of experts in comprehensive city planning, to prepare a master plan for the future development of Beverly Hills. They engaged this firm at a cost of $37,500. Their report is now before the City Council of Beverly Hills, and they are making a study of it to determine the future policy for the parking of automobiles in the affected area. The primary plan would permit the use of three lots and a portion of the fourth immediately to the south of the Wilshire Boulevard business frontage, either for parking on the surface or in a ramp-type building. The program is probably as ideally conceived as possible under the circumstances.

It seems that the logical answer is the creation of a Parking Authority in Beverly Hills with vested powers to solve the City's most vexing problem. The leading citizens of Beverly Hills have considered the matter for many years without taking action, and they find that the situation is such that a major operation is now necessary. Many cities and communities will watch with interest the progress in the solution of the parking problem in Beverly Hills.

Employee Parking

Merchants are now finding it necessary to provide parking facilities for their employees. The best solution to this problem of keeping the employees from parking on the grounds used by the customers of the merchant is to provide parking ten to twelve minutes away from the place of business. In several cases the employees are charged at the rate of $2.50 to $5.00 per month, which is the cost of providing the

LAND CHART
1000 CARS
Open Air
Self Parking
Open Air
Attendant Parking
Double Deck
Self Parking
Double Deck
Attendant Parking
Ramp Type
Garage Parking
Electro Park
6
21000


COMPARATIVE USE OF LAND
Percentage of Land Space per 1000 Cars Parked
Open Air Parking
Open Air Attendant Parking
Double Deck Self Parking
Double Deck Attendant Parking
Ramp Type Parking
Electro Park
Method of Parking

PARKING TIME
COMPARISON CHART
(AVERAGE MINIMUM)
5
4
4
Ramp
Garage
1 way parking
2 way parking
Electro-Park
1½
50
50
MANPOWER CHART
4000 CARS PER DAY
METHOD
1
8
MEN
Open Air
Self Parking
2
40
Open Air
Attendant Parking
3
10
Double Deck
Self Parking
4
50
Double Deck
Attendant Parking
5
70
Ramp Type
Garage Parking
6
7
Electro-Park

parking, and in a few instances the merchants provide parking free of charge for the employee. This plan is of considerable benefit to the merchant because it leaves the adjacent parking facilities clear for customers only. Many of the merchants will not open customer parking lots until approximately fifteen minutes before the store opens for business. Provisions for employee parking has, therefore, been recognized as being very important for the benefit of the merchant.

Parking Meters

A recent survey disclosed that there are 71 cities in California operating in excess of 41,000 parking meters, and the estimated gross annual revenue from these meters is more than two and one half million dollars. Many other cities are considering them as a solution to their traffic problem. However, the parking meter cannot be used to solve the problem of all-day parking. Mr. Ralph Dorsey, Traffic Engineer of Los Angeles, states "You can never hope to solve the traffic problem at the curb . . ."

Parking on main business streets in the long run should be discouraged. The purposes for which streets are constructed are too important and their cost too prohibitive to allow them to be rented out. Streets should be used for transportation and trade. The business streets should not permanently be employed as municipal parking lots. Streets cannot be made large enough for practical purposes to serve as parking lots.

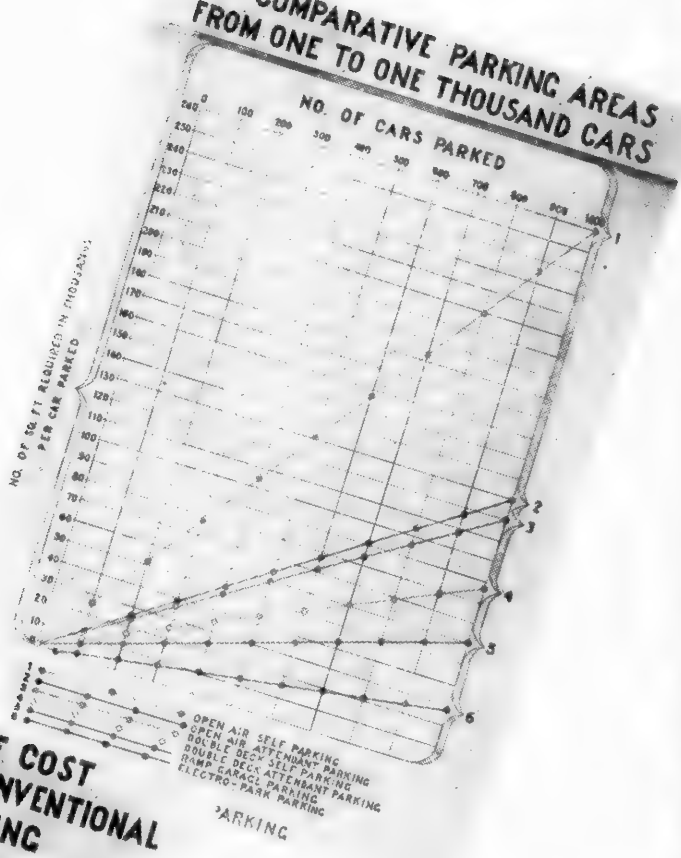
In allocating curb space for different uses, the highest priority should be given to the requirements for moving traffic. Next in order should be loading zones and mass transportation stops and terminals. Heavy demands for moving traffic have now made it necessary to prohibit parking and stopping on certain downtown streets, and during morning and evening rush hours, in outlying sections. Provision for off-street parking facilities therefore, becomes increasingly necessary and must be provided.

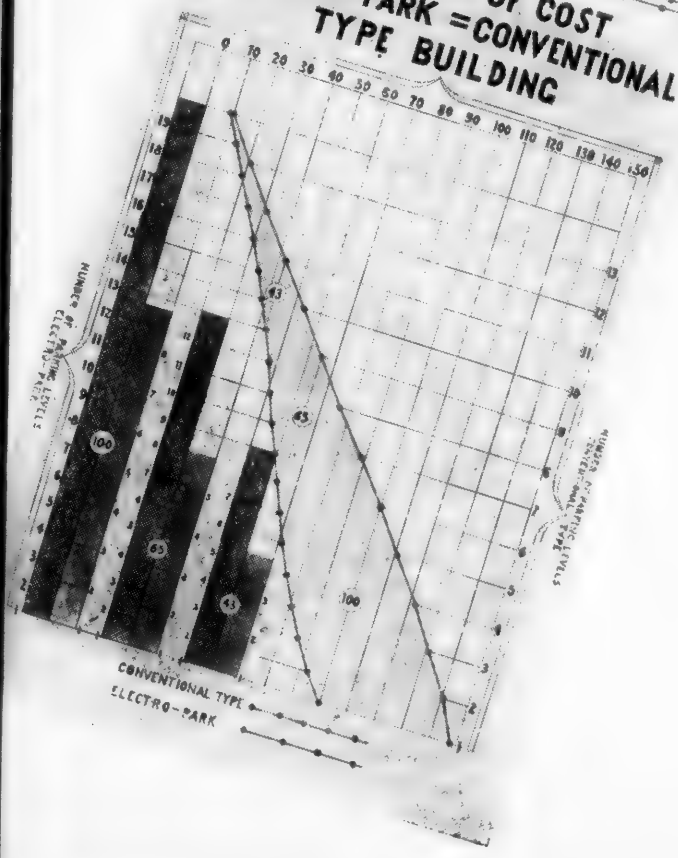
The question of whether a city should subsidize off-street parking facilities in the central business district is one that each city must work out. Some contend there is no public obligation involved, and that off-street parking should be provided by private enterprise. The important factor has been the difficulty of working out an equitable plan between private and publicly operated facilities if public parking facilities were to be subsidized by the municipality. More recently there has been increasing favor in some communities for public parking facilities, or for public controls over all off-street parking in the central business districts.

Many central districts, especially in larger cities, have been losing businesses which have moved out to urban subcenters or outlying locations where real estate values are lower, where extensive parking can be provided in connection with new stores, and where stores are more accessible to their most profit-producing customers.

Provision of adequate parking will cause business to become more competitive as its importance becomes emphasized through action by progressive communities. Not only will new business be at stake, but old business which has been developed over many years of constant effort will become endangered by reason of more satisfactory parking facilities being offered by other stores and business communities.

To meet the problem, provision for adequate off-street parking space is one which faces the majority of our urban areas. Studies indicate that the number of off-street parking spaces now available varies from 5 to 30 per cent of the registered vehicles. The problem involves not only


COMPARATIVE PARKING AREAS
FROM ONE TO ONE THOUSAND CARS
NO. OF CARS PARKED
NO. OF SQ. FT. REQUIRED IN THOUSANDS PER CAR PARKED
OPEN AIR SELF PARKING
OPEN AIR ATTENDANT PARKING
DOUBLE DECK SELF PARKING
DOUBLE DECK ATTENDANT PARKING
RAMP-GARAGE PARKING
ELECTRO-PARK PARKING
PARKING


PERCENTAGE OF COST
ELECTRO-PARK = CONVENTIONAL
TYPE BUILDING
CONVENTIONAL TYPE
ELECTRO-PARK

the provision of sufficient space, but of space properly located with relation to areas of concentrated land use, and space attractively priced so as to be accepted by the motoring public. These qualifications were recognized as early as 1923 at the National Conference of City Planning, where it was stated that parking rates must not be "too high to be popular" nor parking locations "haphazard and illogical."

Objections to Curb Parking

One of the most serious objections to curb parking in the downtown area and on heavily traveled streets is that it materially reduces street capacity. Not only do cars stored at the curb occupy an important portion of street pavement, but vehicles maneuvering into and out of space also retard moving traffic.

Curb parking is always a major contributing factor to accidents. Vehicles entering or leaving a parking space, those improperly parked, and persons entering a roadway from between parked vehicles are serious causes of motor vehicle accidents.

The paramount cry today in central business districts is "too many cars—too little space." The only answer then is to build UP with paring facilities.

The Automatic Electro Park

A new and very interesting solution for the parking problem has now been devised. It provides automatic parking in a specially designed building involving new features and new structural methods for a convertible type of building designed and patented by Mr. Robert H. Orr, Fellow of the American Institute of Architects, and senior partner of the firm known as Orr, Palmer, Inslee, and Huber, in Los Angeles.

The design of the mechanical equipment and the electrical requirements for the predetermined functions of operation is the work of Mr. Howard F. Mason, an electrical engineer formerly with the Otis Elevator Company, and now President of Maybar Corporation.

Their work, a mechanized building for automatic parking of automobiles, is an outstanding modern achievement which has vast possibilities for stabilizing business centers and meeting in a substantial way public requirements for parking automobiles. These features—building, mechanical and electrical contrivances—are combined to produce desired results.

The practical answer to this problem then is modern terminals—above ground and underground, accommodating *more* cars—on *less* ground—with *more* speed—at *less* cost.

This modern car terminal which parks and unparks cars automatically with greater speed and safety can be the salvation for downtown business. The plan is designed for efficiency—simplicity—and economy.

The Electro Park Building

Electro-park terminals are housed in a specially designed multiple deck—convertible type structure. Entrance floors and walls are conventional. Between the entrance floor ceiling and the roof—the space in which the cars are parked—is a steel framework instead of floors. This framework supports the mechanical devices of electro-park. Its economy in construction is the result of light steel deck sections instead of heavy steel reinforced concrete floors. There are no partitions; no ceilings between the entrance floor ceiling and the roof; no windows; no fire-escapes; limited stairways—needed for equipment maintenance only. Sanitary conveniences are on one floor only. There is no dust to contend with; no windows to wash; no floors to

clean; no redecorating to do; *no hands to touch your car!*

Electro Park Mechanism

A car is parked or un-parked from its berth by the *simplest method known*—it rolls on its own wheels.

The patron may drive his automobile on the loader or it may be placed there by the attendant. The patron leaves his automobile in neutral with the brake off; he may lock his car doors. No one enters or goes with the automobile. No one need touch it from the time it is placed on the loader until it is brought to the un-park area. It cannot be damaged by contact with other automobiles as may happen in other systems of parking. The doors are not opened against adjacent objects. In shifting from one position to another it will be under control of photocell beams for a complete movement. No automobile will run on its own power, thus conserving fuel and oil and mechanical wear and tear on the automobile. (The automobile will run on its own wheels at all times). No lifting will occur which might injure the automobile.

The system fits the demand—large or small; large terminals underground (such as proposed for Los Angeles' Pershing Square—3000 car-berths in three levels below the entrance floor)—or large terminals above, separate or adjacent to and part of department stores, or office buildings.

Electro Park Income Is Greater

Parking fees vary in different cities and it is not possible to estimate income. However, electro-park is capable of parking and un-parking cars with such speed that each berth is occupied more often during each day and the income rises accordingly. Parking experts say that normally motorists will pay higher fees for convenience.

Millions of dollars are being lost by downtown business. Property values are in jeopardy because cars cannot *stop* in the concentrated business section. Every vacant downtown lot is a Car Park—and these disappear as buildings are placed on them. Less and less space—more and more cars!

Conclusion

Whatever course is followed by the central business districts it must be realized there can be no half-way measure. The only solution is adequate provision for off-street automobile parking facilities. It is a basic requirement for any successful business district today.

PHILIP M. REA *is president of Philip M. Rea Company in Los Angeles and president of the Los Angeles Realty Board for 1948. He entered the real estate business in 1930, became associated with Charles G. Andrews in 1932, and took over the company in 1938 when Mr. Andrews retired from active business. He is a past president of the Los Angeles Chapter and a member of the Governing Council of the Institute of Real Estate Management; a member of the Board of Governors of the National Institute of Real Estate Brokers and honorary director-at-large for life of the California Real Estate Association.*

Under-Insurance—The Property Manager's Responsibility

By *Fred L. Chapman, CPM, MAI, SIR*

The real estate manager generally has a two-fold interest in making certain that his clients are adequately covered by insurance: first, he is properly interested from the point of view of protecting the investment of his client; second, he is interested because the writing of additional insurance will provide his insurance department with increased income. Here is an article which has a bearing on both points.

A GOOD deal has been said during the past many months about the continually increasing cost of constructing new buildings. Of course, that same increase in costs applies to repairs, remodeling or additions. Every property manager is, therefore, confronted with this question: "Are my properties fully covered by insurance?"

A good property manager has had appraisals made, from time to time, of the properties under his management and has adjusted the insurance accordingly. Have you had an appraisal within recent months? Have you adjusted, even a recent appraisal, to any upward changes in costs, some of which have occurred even as late, it seems, as yesterday?

Suppose your insurance is on the basis of an insurable value of $500,000. If building labor and material costs have increased only 20 per cent since the policies were written, your client might stand $100,000 replacement in the event of a total loss. Under coinsurance you may also share partial losses with the insurance company.

Let us look into this cost matter for a moment. According to the August Bulletin of the Society of Industrial Realtors, commercial and factory buildings are up in cost about 100 per cent over 1940 and about 25 per cent over 1946. This means that typical factory space costing around $3.00 per square foot to build before the war is today running from $5.00 to $6.00 and even higher in cost. These reports are from representative cities and apparently are generally true across the country.

The same Bulletin also stated, "Construction costs for the main part seem to be leveling off at a point about 90 per cent above those of the prewar period, the mid-year 'Industry Report' prepared for the construction Industry by the Commerce Department decided recently. Little chance of a substantial decline in the next six months was seen."

In the March 1947 issue of the Architectural Forum, a survey disclosed that building costs are up 100 per cent over 1939 and 75 per cent over 1941. Construction

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FRED L. CHAPMAN *is vice president of Thorpe Bros., Inc. in Minneapolis. He has had 25 years' experience in valuation, including court testimony, property management, sales, and mortgaging of all types of properties. For four years he served as Deputy Administrator with FHA, directing operations in southeastern and middle western states. Mr. Chapman obtained an LL.B. degree from the Minnesota College of Law in 1922. He is a past President of the Minneapolis Mortgage Bankers Association and of the Minneapolis Board of Realtors, a past vice president of the Institute of Real Estate Management and is presently serving as a director and vice president of the National Association of Real Estate Boards.*

costs of apartment houses are 60 to 70 per cent higher than in 1941; factory and warehouse buildings, 50 to 60 per cent; a medical building 50 per cent over 1945. Almost everyone knows that house construction costs are up 75 to 100 per cent and in some instances even more. Do not forget that costs have gone up since the above information was compiled.

Recent discussions with architects and contractors show that costs have risen as much as 115 per cent over 1939. This again indicates the need for a property manager to watch his insurance coverage at frequent intervals each year in this type of an inflationary market.

This situation has resulted from a number of different reasons. Construction, except for factories, fell off sharply during the war. The population has increased, new families have been added to our civilian life as veterans have returned. Buildings have grown older. There is also considerable obsolescence which has shown up markedly in factory construction.

The trend to one-story factory buildings was greatly accelerated by the war. I know of one manufacturing establishment that was in a three-story and basement building. They built a fine modern and proper one-story building for their operation. With this new building they not only absorbed all their wage increases through lower cost of production but believe they are increasing the efficiency of their workers as well. Now they have a competitive advantage as compared to their former position over any competing firm located in a multi-story building.

Almost all properties are more valuable now not only because they cost more but because it takes longer and is harder to replace them in the event of a fire. Production or occupancy is disrupted until hard-to-get materials and labor are available to make repairs and replacements. It is true, conditions are easing every day but there are still countless delays and inefficiencies.

Credit experts state a great many business concerns that incur a fire loss do not go back into business because their insurance was insufficient to cover their loss. Their credit position is affected either at once or shortly and they pass on into liquidation, receivership or bankruptcy.

Our office spends a good deal of time and some advertising in encouraging our clients, even though we are not managing their properties, to increase their insurance. This is true even though we do not have the insurance written in our office. We believe that the good will that will be engendered by this action will be well worthwhile. People are so busy with their own affairs that they do not realize costs have risen as rapidly as they have and that consequently they are under-insured.

As a matter of fact, most properties are under-insured originally and with these rising costs, the situation has become quite serious indeed. These efforts on our part to avoid owner and tenant ill will are more concerned with avoiding the dissipation of good will than in building it up. Even though we tell owners and tenants that they should increase their insurance, unless we present them with the facts again and again and really make it informative so that they understand it, and thus do increase their insurance, we know that they are going to blame us in some part if they have a loss and find out they are badly under-insured.

A money loss is always serious. The difficulties that owners or tenants have in either temporary locations or in getting along in the damaged property that cannot be rebuilt without considerable delay may be just as serious or even more so than the money loss. The extra burden causes

irritation and another excuse for their attitude.

As a matter of fire protection, it is not out of the way to call attention to the need of watching our repairs. We know that because of the war there accrued what was known as deferred maintenance. Necessary work on worn out wiring, plumbing, walls, and roofs was delayed until peace time days. This delayed work adds to the susceptibility of a structure to fire. If you have not brought your building up to standard maintenance, that should be done at once.

The rush of the war and many new partially trained or inefficient employees has also added to the difficulty of proper fire control. It is time that up-to-the-minute janitor service, cleanliness and safety precautions are taken throughout all buildings by owners and tenants. Bring your housekeeping up to par now. Briefly summarizing—In order to complete your responsibility as a property manager:

1. Have a new appraisal made for insurance purposes or bring your old appraisal up to date.
2. Check every type of coverage that you may or should have. Recheck the policies themselves to see that they are correctly written, proper forms used, limitations minimized or eliminated.
3. See that the rates are proper for the risk involved.
4. See that coinsurance clauses do not effect complete coverage and recovery for either partial or total losses.

Our insurance department recently ran into a case in which an owner had increased his insurance because of increased costs disclosed by a proper appraisal. However, neither he nor his agent attached proper clauses and forms to his older policies. As a result, had he had a total loss, he would have been short on his insurance recovery to the extent of $57,000 on a $400,000 building. As a result of our discovering this situation, we wrote $57,000 insurance and hope to be able to secure the balance as policies expire. This one example stresses the need of using the greatest care in seeing that all policies are properly written or rewritten when additional insurance is added.

Up to this moment we have talked entirely along the line of fire and replacement insurance with a brief comment on deferred maintenance and good housekeeping. It should not be out of place in this article to call attention to the advisability of increasing public liability policies. Due to increasing costs, not only in property but in the cost of living, lawyers are presenting demands and evidence of the need of greater recoveries to sustain their injured clients under the present higher cost of living. Juries are taking cognizance of these increased living costs.

It is easy to visualize that a jury composed of housewives, working men and businessmen can easily understand increased living costs because they are affected personally at home in this respect. Naturally, verdicts by juries are running higher. Human nature is that way. Every few months you can read in your paper about some personal injury case which has resulted in the highest verdict ever recovered in a case of that type. Fifty, sixty, seventy and eighty thousand dollar verdicts are becoming common. We are now writing $50,000/$100,000 on one- and two-family dwellings. On all other properties we write at least $100,000/$200,000. The added expense of carrying high limit personal liability insurance is very small. Check your liability policies right now and see that they really protect you against high damage claims.

Complete and adequate insurance coverage on every property, its equipment and contents as well as its liability is the Certified Property Manager's responsibility.

New Management Business Through Leasing

By *James M. Udall, CPM*

Recognizing that new business is the lifeblood of commercial enterprise, the *Journal* passes along this suggestion for a source of new clients.

ALL OF us in the property management field are vitally interested in new management contracts. A management organization must of necessity allocate a good percentage of time to the solicitation of new management contracts if it is to maintain a strong and healthy management business, for without this eternal solicitation, the management department would become static and soon cease to exist.

Neighborhood Shopping Areas Source of New Business

From time to time, we have read articles by our fellow CPMs on how to obtain new management business through advertising, mutual ownership, holding corporations, and other means. It is my experience that the leasing department, properly trained and with an incentive to obtain new management business, is one of the finest sources an office may have. I am, of course, thinking now in terms of commercial property only. Here in California, we have never (until recent Government regulations forced us) made term leases in excess of thirty days in our apartment properties.

Southern California is probably one of the most ideal fields in which the leasing department can produce new management business. However, it is reasonable to assume that this same condition is true in any city with a population of 50,000 or over. Due to the fact that Los Angeles City Ordinance prohibits the construction of a building over twelve stories, we do not have more than one very congested central district. As a result, southern California tends to be more decentralized than any community of its size in the country.

The rapid growth of southern California in the past two years has changed rental values very materially. An individual, or management organization not well informed, in most instances will find it is impossible to keep up with these changes in values. One hundred per cent locations are not to be considered as sources of new business in this article, due to the fact that through the great interest of informed real estate operators, there are very few cases of lagging rental rates in these areas. Every city of any size has many small neighborhood shopping areas, and experience has shown us it is these locations that are very

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JAMES M. UDALL *was brought into W. I. Hollingsworth & Co. about a year ago to head the firm's Hollywood office and to expand its activities in the northwest section of the city and the San Fernando Valley. He is a graduate of the University of California and owned and operated his own real estate management firm for approximately ten years prior to going into the Service. Mr. Udall has been a director for many years of the Apartment Association of Los Angeles County and is at the present time a vice president and member of the executive committee of this Association. He recently has been elected a director of the Los Angeles Realty Board; is a past vice president of the Institute of Real Estate Management; and has been a director of the Association of Building Managers of Los Angeles and a director of the Building Owners and Managers Association.*

fertile for the aggressive leasing and management departments.

For example, let us consider a small shopping center in an outlying location, consisting of approximately three blocks of business with the usual doctors, dentists and lawyers in their second floor locations. Let us suppose we have a building containing eight or ten small stores and a large food market. All of these leases have been made for a period of five to ten years, and they will naturally be at the rates reflecting the economic conditions at the time they were made. The leasing and management departments, in checking this area, have discovered that leases are expiring within a short period of time. The owner is contacted by the lease man to secure an exclusive lease agency. It will be found in many instances that the owners are not willing to tie up their property in this way, or may feel they are qualified to negotiate their own leases. This is the greatest point of resistance the organization will find in the process of selling management to owners.

Even though the owner refuses to sign any agency, the leasing department should continue its efforts to place a suitable tenant in the building. In some instances, the owner has negotiated a lease or two, and our leasing department has subsequently leased other stores in the same building at a higher rate. In many instances, the tenant obtained by the owner himself is not suited to the particular location and will prove to be a casualty before his term expires.

Essential Statistics

Naturally, before an effort is made to make any lease, the district has been studied carefully by both the leasing and management departments. This study includes a traffic count for the area, the buying power of the residents within this shopping area, and the competition from other areas that might be adjacent. With this information at hand, naturally the management organization is able to negotiate a much more intelligent lease for an owner than he could possibly negotiate for himself. Once the organization has secured one or two favorable leases for the owner, it is fairly easy to convince him of the value of the service an efficient and able management organization can give him.

Success Breeds Success

The management and leasing departments must work in very close harmony if this type of management is to be obtained. Experience has shown, however, that this pays very good dividends to both departments, because once the property is under control of the organization, the leasing department then has a permanent exclusive on all renewals or new leases.

After successful lease negotiations have been made by the leasing department it takes very little salesmanship on the part of the management department to convince an owner that he is dollars ahead by having a qualified organization manage his real estate for him. By using the original building or buildings as an example, it should then be reasonably easy to convince most of the other property owners in this district that if they are to share in the benefits created by efficient and informed management, it would be to their advantage to have their properties aligned with the same management organization.

Of course, there will always be a few owners who either do not have the foresight, or whose tremendous ego leads them to believe that they are more qualified to handle their property than a trained organization. Experience has shown, however, that a fair percentage or ownership will sign management contracts. This, in turn, gives the organization control of a substan-

tial proportion of the space available. As a result the owner's position is strengthened, through very careful selection of tenancy with an eye to financial responsibility, merchandising ability, and suitability of the type of business to the location. Very few owners, upon being shown actual cases such as these, where management has proved itself, can resist a sales talk from the management company concerned towards signing a management contract.

Effect of Market Conditions

We have all seen many instances in which buildings with subnormal rents have been snapped up by speculators from uninformed owners, even in some instances from owners who have had their property managed by uninformed management companies. The speculators have seen the possibilities, and upon the expiration of leases, have doubled and even tripled the rents and then have placed the properties on the market for resale. It is the responsibility of all of us in the management field to correct situations such as these and by careful and responsible handling of these properties, obtain for their owners the highest possible rates, and in the event of selling, secure the real market value for their properties.

The situations outlined above are, of course, only possible under business conditions that have existed for the past few years, in other words, on a rising market; but by readjusting the principles to fit changing conditions, it is just as easy to show the results of good management in a falling market as it is during a rising market. It is my opinion, therefore, that through our leasing departments, during good times and bad, we have a valuable source of new management business.

MAINTENANCE EXCHANGE

By *David L. Keith, CPM*
EDITOR

Letters of Inquiry,
Comments by Readers,
Notes by the Editor

Pittsburgh Plate Glass Slighted

One of those unfortunate things that haunt editor's dreams occurred in the Mid-year issue of the Journal. The Color Dynamics Chart in this column was obviously not the fabrication of the writer. It was graciously allowed to be reproduced by the Pittsburgh Plate Glass Company. In the rush of vacation, we were unable to check proofs for the obvious credit line until the Journal was being bound. Our apologies to this research-minded organization.

Drain Solvents Again

A few days ago, the writer was asked by a building maintenance man if caustic soda was the only drain solvent. The answer, of course, is the negative. Caustic soda is sodium hydroxide. It is easy to obtain and is relatively inexpensive. On the other hand, when sodium hydroxide reacts with grease to form a soluble soap, the soap itself becomes what is called hard soap. In a badly clogged drain where hot water is not available this hard soap may be just as difficult to remove as the grease itself. In such cases, it is preferable to use the potassium hydroxide as this chemical forms with grease what is known as a soft soap which even in cold water usually will slither down the drain. Some commercial drain solvents are made with the potassium rather than the sodium and even where caustic soda is kept in large quantities many managers keep potassium on hand.

Degree Day Bulletin

Although only a small percentage of property managers operate on an interstate basis, they may be called upon to discuss the problems of property managers in other cities. Few expenses are as variable as fuel even in the same state. For instance, Keokuk, Iowa, had 3885 degree days at the same time that Sioux City, Iowa, had 5246 during the last heating season.

For property managers who face problems of this nature, the U. S. Department of Commerce, Division of Climatological and Hydrologic Services, Industrial Section, Washington, D. C., puts out a monthly Heating Degree Day Bulletin covering major cities in the 48 states. Monthly figures, totals for the present heating season, and the long period average are compiled.

Night Lighting and "Bugs"

Comparatively new on the market is a so-called "insect repellent" light. Actually this is not the case and the manufacturers themselves admit it. However, just as hu-

mans react differently to varied colors, so do insects.

The chart on the following page shows a definite variation between the insect attraction of different colored lights. It is important to note that these are lights of equal wattage and thus do not give the same amount of brightness. However, visibility is not the same as brightness, and questioning at some length seems to indicate that visibility varies with different colors and that it is unnecessary to use the same brightness of yellow as white to achieve the desired result.

The most enlightening discussion on this phase of insect life is contained in an article in the *Journal of Economic Entomology* published in 1943. This carried a compilation of all the known studies on the phototropic reaction of insects, that is, the ability of light to attract.

Putting all available information on the simplest plane, we can say that most insects are attracted in large numbers by the ultraviolet end of the spectrum and are decreasingly attracted to the infrared end. Thus we would go from ultraviolet, violet, blue, blue-green, green, orange, yellow, red and infrared. Theoretically, we might say that for use in used car lots, foyers, patio dining rooms, open porches, and outside lights of all descriptions the best light would be red. Unfortunately, red offers such poor visibility that the next best color is the yellow light which cuts out as much as possible of the ultraviolet end of the spectrum.

The case for the new "insect-repellant" lights seems almost proved. The property manager might try out for himself the use of yellow lamps after explaining to his tenants what he is trying to do for them.

We would be very interested in hearing the experiences of other property managers. It is quite possible that different colors of lights will be most valuable in reducing attraction to certain types of insects. Thus, an amber light might be better for the June Bug problem while yellow would attract the least Sand Flies. Unfortunately, the type of insect which is most troublesome in one area may not occur in sufficient numbers in another area to make a complete survey possible in one community.

That there is need for further study is well shown by the fact that recent newspaper articles have said: (1) flies are more attracted to blue colors than white; and (2) flies are more attracted to white colors than blue. Because a restaurateur of our acquaintance was considering the use of blue glass in his windows on a west location, we duplicated the experiments of Freeborn & Berry and found that blue attracted the flies more readily than did colorless glass. Since flies near openings of this type will congregate and find some method of entrance, we recommended that the contemplated change be dropped.

Banging Radiators

The radiator, in a one-pipe system, that bangs whenever the heat is turned on, is a constant source of annoyance to the tenant. The banging is usually due to trapped water which has been caught in a pipe that is too low to return the water to the boiler.

This is generally the result of settling rather than poor initial construction. When it is in the concealed pipes, it is difficult to remedy. When it is due to the radiator itself settling with the water trapped between the radiator and the main line, the difficulty can sometimes be eliminated by lifting the radiator up on small wooden blocks. This must be done very carefully and without forcing by the use of a crowbar. It is precautionary to lift an unconnected radiator with the crowbar first to

Number and Weight of Insects Collected at Lights of Various Colors When Equal-Wattage Lamps (100-Watt) Were Used

Color of Light		Yellow		Amber-orange		Red		Flame-tint		Natural Amber		White	
Insects	Total No.	No.	Wt. (mg)	No.	Wt. (mg)	No.	Wt. (mg)	No.	Wt. (mg)	No.	Wt. (mg)	No.	Wt. (mg)
Chironomidae Little midges which can go through porch screens. Very few bite but are quite bothersome	2946	69	4.5	2	0.1	21	1.8	153	11.1	186	10.3	2515	118.2
Culicidae Mosquitoes	10	2	0.1	1	0.1			2	0.2	2	0.4	3	0.6
Tipulidae Crane flies	19			1	0.2	2	1.3	10	6.0			6	2.5
Helomyzidae	44	1	0.1	4	0.5			2	0.3			37	7.9
Drosophilidae Fruit flies which collect in considerable numbers on over-ripe fruit, both indoors and out	19			4	1.0			2	0.2	2	0.2	11	1.4
Lonchopteridae Minute black flies often found on windows	19	1	0.1					1	0.2			17	4.6
Phoridae	3	1	0.0							2	0.5		
Mycetophilidae Fungus gnats	258			258	11.8								
Cordyluridae	2									2	0.5		
Cecidomyiidae Gall gnats	1									1	0.0		
Total *Diptera*	3321	74	4.8	270	13.7	23	3.1	170	18.0	195	11.9	2589	135.2
Noctuidae	34	8	112.4	10	39.0	3	88.4	4	25.9	4	78.6	5	90.6
Arctiidae Tiger moths	9					1	4.6	2	35.7			6	113.5
Geometridae Adult stage of measuring worms	15	1	4.0	3	18.0			2	12.7	2	18.4	7	25.6
Pyralidae	23			1	0.8	3	14.7	6	28.2	3	8.8	10	71.5
Notodontidae	1			1	3.0								
Olethreutidae	8											8	30.6
Microfrenatae	23			5	2.6	4	2.6			1	0.8	13	13.0
Total *Lepidoptera*	113	9	116.4	20	63.4	11	110.3	14	102.5	10	106.6	49	344.8
Braconidae-Hymenoptera Wasp-like parasites which are beneficial	152	12	3.9	21	6.1	2	1.7	19	6.3	16	4.7	82	27.5
Miridae-Hemiptera Sucking plant bugs	7			1	0.1					2	1.3	4	2.1
Cicadellidae-Homoptera Leaf hoppers, injurious to plants	92	4	1.0	11	2.9	4	1.0	8	1.5	5	1.2	60	14.6
Neuroptera Lacewing fly, beneficial but not important	1			1	0.6								
Trichoptera Caddice flies, not harmful but a nuisance pest	1					1	0.5						
Total in Samples	3687	99	126.1	324	86.8	41	116.6	211	128.3	228	125.7	2784	5242.

Reproduced from an article by Lawrence C. Porter in the June, 1941, *General Electric Review*.

determine just how much pressure should be exerted.

Another source of morning noise is found in the office or apartment where the radiator was turned off while the steam was up. This traps enough water so that when the radiator is turned on again, banging will occur while the water seeks to run back to the boiler at the same time the steam is working up. In a multi-unit building this effect is multiplied many times. The solution is to explain to the tenants the reason for the noise and enlist their cooperation in turning off the radiators only when the steam is off.

Light Cords and Safety

Although some will disagree with the premise that workmen's compensation and public liability insurance are costs of operation or maintenance, few would take issue with the statement that safe principles and practices will result in fewer disruptions of building operation. The National Safety Council has done much pioneering work in the field of safety which is applicable to the property management field. Two examples of cords which they produce should point the way to savings in time expended on repairing light cord connections as well as reducing the possibility for fire by shorted cord ends. Your insurance companies or the National Safety Council itself at 20 N. Wacker Drive, Chicago 6, Illinois, Department of Public Information, can give you further information on improving your maintenance program through safety.

Fastening Plugs to Extension Cords

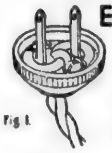


Fig 1.

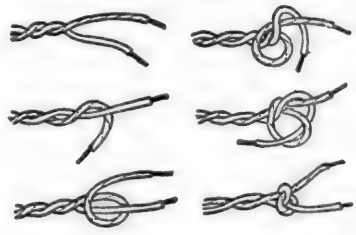
ALWAYS make sure a strain on the wire cannot pull it loose from the terminals. One good way is to tie the two wires into an *Underwriters' knot then loop the wire ends around the lugs as shown in Fig. 1.

The connection can be made doubly secure by pouring sealing wax around the terminals and wire (See Fig. 2). Look out for hot wax that might run thru the wire hole.

Fig 2.

*See Safety Instruction Card No. 9.

SAFETY INSTRUCTION CARD No. 26



Underwriter's Knot

WHENEVER flexible cords are connected to electrical appliances such as light sockets or attachment plugs, an Underwriter's knot should be tied in the cord after it has been run through the hole in the shell. The knot will then take the strain if the cord is pulled—thus preventing broken connections and short circuits.

Notice how the forming of this knot brings the wire ends into the same relative positions in which they were before the knot was tied.

SAFETY INSTRUCTION CARD No. 9

Speak up, Boss!

It isn't imperative that you did or did not like the writer's first column. The important thing is that you let us know what kind of problem you do want covered, and what is so utterly boring that you can't find time to read it. In that way only can you get your money's worth. It's cash from your pocket ($1.25) that pays for this copy in your hand. It is your responsibility as well as ours to see that it is well spent.

Believe it or not, we did receive a letter from a paying customer exercising his rights. Ben O. Kirkpatrick, CPM, Tulsa, Oklahoma, writes in part:

"Under 'Reactions Requested' you bring up a subject—and a basic need—that will become increasingly important to CPMs as we move into another phase of the inevitable real estate cycle.

"The HOLC prepared a 200 page, paper backed 5 x 7 book captioned 'Master Specifications' which covered about every kind of repair or rehabilitation work that the average property manager would encounter. Each bidder was furnished a copy and when specifications were prepared for a job, the manual was incorporated in the skeletonized 'Invitation to Bid' and become a part of the final contract. This system saved a great deal of the manager's time, eliminated a substantial quantity of costly typing and helped to achieve a more uniform type of work.

"If the Institute should put out a similar edition of Master Specifications for use by CPMs, I would purchase at least half a dozen copies. I think their use would save me money."

This is the type of letter that we need to guide us in spending your money. Mr. Kirkpatrick knows what he wants and asks for it. Orchids to the gentleman from Oklahoma!

WHAT TO READ

By *C. M. Jones*, EDITOR

Pertinent Comments on Books, Recent Surveys, and Articles of Interest to Property Managers

Book Reviews

HOW TO BUY A HOUSE by L. DOUGLAS MEREDITH. Published by Harper & Brothers, New York, 1947. 176 pages. Index. $2.50

Strange to relate, there has been little or nothing written which would advise a man when, why, and how to buy a house. The American public in its house buying has indeed been extremely illiterate, and few laymen have known much about construction, mortgages, investment, or even home maintenance. No wonder certain leftist groups have been able to snipe away at the institution of home-ownership; so many home owners have never known (even after the experience) what the purchase and ownership of a home was all about.

Douglas Meredith is Vice President of the National Life Insurance Company of Montpelier, Vermont. Inasmuch as all life insurance companies invest a great proportion of their assets in home mortgages, Dr. Meredith has acquired a background of broad experience from which to write. Indeed, he knows and appreciates the problems of the home owner, and his volume is undoubtedly the most complete and objective study of home ownership that has been published to date. Moreover, this book should well be in the hands of every mortgage lender because to evaluate any home properly, it is absolutely necessary to understand not only the desires of the public, but the financial background and the "ability to pay" on the part of every home purchaser and owner.

Dr. Meredith explains in detail the functions of the architect, the builder, the Realtor, and the lender, and he further explores with detail the question of location, price—particularly as it is related to family income—financing, type of mortgage required, the relation of interest to principal, and other aspects of ownership which are too numerous to mention in this brief review.

One of the most interesting chapters in this book is that entitled "How Much Should You Pay." There has been so much loose thinking in this respect it is refreshing to learn just why a man should never pay more than two and one-half times his net annual income for the home in which he wants to live. In fact, Dr. Meredith states that "an outside limit of twice his annual income is still better, and whenever it is possible for an individual to buy a house that fits his family for a sum less than twice his annual income, it is to his advantage to do so."

Although property managers no doubt will find the author's advice about replacements and proper equipment elemental, it is still well to remember his words to householders about the "desirability and the importance, in fact the necessity, of properly equipping a house for enjoyable modern

living.....Quality equipment, commensurate with your financial ability to pay for it, will bring you deep and lasting satisfaction, but cheap equipment or too much equipment with a heavier debt will only produce a financial burden, with its constant worries, disappointments, and sometimes embarrassment."

Property managers may well wish to review the various types of protection which they have for the unforeseen contingencies constantly besieging the properties under their control. A helpful discussion under the chapter title "Hazard Insurance, What Kinds and Why" is included, briefly pointing out the different types of policies and companies and the necessity for adequate, but not excessive, insurance.

This book adds considerably to the prestige of all those whose interest lies in the field of real estate. Its reading is recommended. *(Reviewed by Robert H. Armstrong.)*

Article Reviews

"400 Doctors and Dentists Gave Suggestions for New Medical Center Building in Cleveland."

In an effort to formulate plans for a new medical center building in Cleveland, Joseph Laronge, Realtor and property manager of that city, decided to find out what doctors and dentists wanted. Brochures were sent to medical men asking seven questions. In addition, many leading men of the profession were interviewed personally, and studies were made of existing buildings.

As a result of Mr. Laronge's study, Park Tower, as the new building is called, is soon to be constructed and will incorporate many of the features which medical men say they prefer.

Among these are:

1. Complete air conditioning in both summer and winter
2. Bacteria free air
3. Complete daylight lighting
4. Private entrance doors for each suite
5. Hospital-sized elevator with special loading entrance for non-ambulator cases
6. A large battery of self-leveling elevators to service tenants
7. Floor channels for plumbing and special wiring
8. One entire floor devoted to laboratory, X-ray, and chemical analysis

The location is to be away from the downtown district in an important community center, close to hospitals, medical schools, universities and colleges. The plot covers two and one-half acres, which is large enough for parking of both the tenants' and patrons' cars.

The cost of the building is to be approximately $84 million, estimated on the basis of $1.10 to $1.15 per cubic foot.

Typical of the questions asked in the brochure sent to medical men are:

1. Would you be interested in a cooperatively owned, all inclusive laboratory system?
2. Will you be interested in a call system?
3. Would you have any objection to permanently sealed window installatoin in an airconditioned suite?

As a result of Mr. Laronge's study, Cleveland's new medical center should be most satisfactory and an outstanding example of its type. *National Real Estate and Building Journal,* June, 1947.

"Shortcuts to Safety" by FRANCIS L. TENBUSCH

In this article Mr. Tenbusch gives some sound suggestions for safety in modern building management. Since there is no insurance that compensates for the hidden costs of accidents, such as loss of good will and decreased efficiency, that linger long after the legal and medical expenses have been paid in full, freedom from accidents

is perhaps the most important objective of building managers.

Accidents happen because someone is careless or negligent and many times they are under the control of employees or employers. Because of this fact, the building owner or manager can do more than any one else in preventing office building accidents. By seeing and judging the condition of the equipment and the building, he can do much to avoid accidents to employees, and the general public.

Since it is impossible to control the actions of people, it is up to him to remove accident hazards and to emphasize the need and rules for safety.

The causes for accidents seem to fall under two headings: (1) unsafe physical condition of the building and equipment and unsafe acts of employee; (2) acts, and in some cases infirmities and physical deformities of the public. The former accounts for 53 per cent of building accidents, while the latter cause 47 per cent.

Some of the most common causes of building hazards and unsafe acts of employees are:

1. Improperly maintained exits
2. Poorly covered, worn or slippery floors
3. Improperly maintained stairways, landings and sidewalks
4. Poor housekeeping in the basement, shops, storerooms and other parts of the building
5. Poorly operated and inadequately protected and maintained elevators
6. Poorly maintained revolving and swinging doors
7. Unsafe exterior conditions
8. Miscellaneous building hazards

Some of the features that need constant checking and care are: exits; floors; stairs; sidewalks; and elevators. Two very good charts are presented by Mr. Tenbusch, giving analysis of accidents, both to employees and the general public. These show the kind of accidents and the percentage of causes for them.

Mr. Tenbusch advises three important steps to bear in mind if an accident should occur in your building are:

1. Secure the names and addresses of two eyewitnesses
2. Never argue with the injured person or anyone else about building defects or the condition of the equipment
3. Notify your insurance company immediately when an accident happens no matter how slight the injuries may be.

Building, August, 1947

"MODERNIZATION THAT PAYS" by STANLEY M. BUCKINGHAM.

With many buildings ageing and little prospect of new buildings in the immediate future, building owners and managers are faced with the problem of how far they should go with modernization.

For many years a useful life of 25 to 33 1/3 years was considered the maximum for office buildings at central locations, but many buildings were removed long before they reached that age. This was due to technological changes since the steel frame building was new. Structural variations and expansions were influenced by increase in size of individual tenancies and the increase in value of central area property.

Many buildings which are 30 years of age or more have proved to be uneconomic, while others have been found to be so developed in design and structure, so well suited to location that it has been deemed most advisable to rehabilitate them. Usually, it can be found that maintenance in an office building has been almost negligible, and little consideration has been given to an extension of the considered normal useful life. Any amount of rehabilitation is not considered until the last year.

The urge to improve physical conditions and to extend the usefulness of the building will become strong with the present great

demand for more and more office accommodations.

As an example of the rehabilitation program, Mr. Buckingham points out one of the projects in Cleveland, the Williamson, Cuyahoga Building. Modern store fronts were erected and new tenants were secured who would develop modern interiors. The requirements in selecting tenants were:

1. A reputation of satisfactory nature
2. A willingness to put in a new and modern store
3. An agreement to advertise consistently

Mr. Buckingham's detailed description of the modernization of this building, will be very helpful to a building owner or manager who is contemplating the same step. *Skyscraper Management,* August, 1947.

"Efficient Layouts Increase Rental Values" by BURKE W. TAYLOR.

Under present conditions a tenant must accept almost any space a building manager offers, since it is next to impossible to find other office accommodations. However, business is gradually returning to normal and supply and demand will reach a balance. When that happens, efficient use of space may mean the difference between satisfied and unhappy tenants. Mr. Taylor suggests that through more systematic arrangement of office and commercial furnishings up to 10 per cent or more of space savings can be realized. At first glance a space may seem entirely unsuited to a tenant's needs, but when its possibilities are present in a well-planned layout it may suit him exactly.

By rearrangement the author does not mean ripping out partitions or other rather permanent installations, but merely a rearrangement of furniture and very minor alterations.

By planning on a piece of drawing paper, with every piece of furniture measured and placed to scale, an economical office can be planned. A careful study must be made of interdepartmental relationships, office routine, traffic plan and other factors.

Some of the questions the building manager can ask himself in solving these problems are:

1. Are all the desks in each department faced in one direction? This the most economical use of space.
2. Does paper work flow smoothly from one department to another without excessive travel on the part of employees?
3. Are aisles well defined, well placed, and adequate to handle traffic?
4. Are minor departments and activities so grouped around major ones so an expansion of a main department can be made without seriously disrupting the whole office?
5. Are offices and work areas of supervisors disposed for easy control of their departments?
6. Are the offices and desks of those who meet and deal with the public located so visitors have access to them with minimum disturbances to personnel?
7. Is the office so laid out that expansion or contraction can be accomplished without heavy alterations?
8. Are file rooms planned to use as little floor space as possible and reduce the travel of employees?
9. Are there file, mail or stock rooms that are not being used for at least three hours daily that contain windows at the expense of the general office?

Four basic desk arrangements are illustrated in this article. The shape and size of the rooms, permanent obstructions, traffic and access are all factors in determining the most satisfactory plan.

The most wasteful and extravagant of all arrangements, according to the author, is the "island desk" which means a desk isolated by an aisle at each end.

A second arrangement cited is the "tandem"—two desks placed end-to-end with an aisle at one end of each. This plan saves 17 per cent in space over the "island desk" plan.

A third, the "regimented" arrangement, requires about 36 square feet. In this layout, three desks are placed end-to-end.

The last arrangement, the "opposed" or "facing desks" is a space saver as compared with the "tandem." The two circumstances which justify its case are: two employees who pass much work back and forth; or offices equipped with both right and left-hand typewriter desks having windows in proper positions.

File cabinets probably steal more space than any other type of furniture. They should be figured as an integral part of the office and traffic should be planned about them.

Generally there is too much space taken up by private offices.

The only real necessity for them, according to the author, is for certain credit interviews, and some legal consultations. The modern trend is toward open offices instead of private offices.

Because, before long, supply and demand will again be in balance, good will will soon become an active asset. Now is the time for managers to start cultivating it against the time when space must be sold on its merits. If one can offer space arrangement aid as a selling argument, the result will be a satisfied tenant. *Buildings*, September, 1947.

Statement of the Ownership, Management, Circulation, Etc., Required by the Act of Congress of August 24, 1912, as Amended by the Acts of March 3, 1933, and July 2, 1946

Of The Journal of Property Management published quarterly at Chicago, Ill., for Oct. 1, 1947

State of Illinois } ss.
County of Cook }

Before me, a Notary Public in and for the State and county aforesaid, personally appeared Olive Dyer, who, having been duly sworn according to law, deposes and says that she is the Associate Editor of the Journal of Property Management and that the following is, to the best of her knowledge and belief, a true statement of the ownership, management (and if a daily, weekly, semiweekly or triweekly newspaper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the act of August 24, 1912, as amended by the acts of March 3, 1933, and July 2, 1946 (section 537, Postal Laws and Regulations), printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher Institute of Real Estate Management, 22 West Monroe Street, Chicago 3; Editor James C. Downs, Jr., 38 South Dearborn Street, Chicago 3; Associate Editor, Olive Dyer, 22 West Monroe Street, Chicago 3; Business Manager, none.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.)

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5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the twelve months preceding the date shown above is 1200 (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

OLIVE DYER, Associate Editor

Sworn to and subscribed before me this 16th day of January, 1948.
GLORIA ROSSIN (Notary Public)
(My commission expires May 15, 1950.)

New Certifications

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The title of "Certified Property Manager" has been conferred upon the following individuals by the Institute of Real Estate Management.

(See pages 65 to 75 inclusive, for a complete list of Certified Property Managers.)

NORMAN C. EDWARDS,
Jacksonville, Florida.

Born, Murray County, Georgia, March 16, 1868; owner, Norman C. Edwards & Son, established in 1927; 20 years' experience in real estate management; experience also covers 14 years in general insurance business; properties under his supervision include offices, stores, banks, service stations, restaurants, and general business properties; member of board of directors, Jacksonville Board of Realtors; also member of Home Builders Association, and Jacksonville Insurors; professional territory covers Jacksonville and Duval County in the state of Florida.

MARTIN T. BUTLER,
Peoria, Illinois.

Born, Peoria, Illinois, December 4, 1907; assistant trust officer, the Central National Bank and Trust Company of Peoria; eight years' experience in property management including apartment houses and store buildings; experience also includes 22 years' in the general banking business; professional territory covers Peoria and vicinity.

JOHN D. GUMPER,
Elizabeth, New Jersey.

Born, Stonyhill, Missouri, October 2, 1889; associated with the B. B. Miller Management Co. as property manager since 1945; previously for seven years associated with the Jersey Mortgage Co. in the same capacity; for four years served as district supervisor for the Fidelity Union Tr. Co. in Newark; completed two years pre-medical and one year medical training at Brown's Business College; in the real estate management field for 14 years; professional territory covers principally Union and Essex Counties in New Jersey.

EDWIN WHITNEY,
Salt Lake City, Utah.

Born, Eureka, Utah, January 27, 1897; property manager, Hogle Investment Company; 30 years' experience in real estate management including commercial buildings, warehouses, industrial properties, apartment houses, and residences; principle business connections include New York Life Ins. Co., Equitable Life Assur. Soc., Bonneville-on-the-Hill Co., Salt Lake Terminal Co., Palm Beach Co. of Florida, John S., Henry C. & Howard Phipps Co. of N. Y., Deseret National & Savings Bk. and Western Building & Loan Co.; after graduation from high school he took supplemental work at Hanager's Business College and Columbia Univ.; professional territory covers Salt Lake City and Salt Lake Co.

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William G. Kirby (708).....
500 Michigan Bank Bldg.
S. Fred Pack (709).....1432 Dime Bldg.
Norman C. Scudder (459).....
1780 Penobscot Bldg.
Lee K. Silloway (18)....8th Floor, Buhl Bldg.
John S. Spencer (155)....416 Hammond Bldg.
William Wright Tanney (711).....
614 Hammond Bldg.
Clarence W. Treadwell (576).....
1002 Lafayette Bldg.
Robert W. Treadwell (407).....
1002 Lafayette Bldg.
R. Bliss Wolfe (623).....Lafayette Building

E. Lansing
Albert L. Ehinger (577)..124 W. Grand River

Flint
Claude O. Darby (373).301-5 F. P. Smith Bldg.
George C. Kellar (261)....304 Sherman Bldg.
Mark H. Piper, Jr. (659).....
602 F. P. Smith Bldg.

Grand Rapids
Silas F. Albert (156).....
206 Peoples Nat. Bk. Bldg.
Robert J. Ogden (501).....
906 Peoples Natl. Bank Bldg.

Lansing
Emil E. Gallas (771).....123 S. Grand
Edward G. Hacker (19).....
221½ W. Washtenaw St.
Russell F. Phillips (398)..520 S. Washington
William Joseph Porter, Jr. (157).....
904 Prudden Bldg.
C. Rowland Stebbins (20)..105 E. Washtenaw

Muskegon
Harvey I. Nedeau (294)..Jefferson at Webster

Pontiac
Kenneth G. Hempstead (864).102 E. Huron St.
Floyd Kent (502).....24 West Lawrence St.

MINNESOTA

Duluth
Bert L. Struble (671).....230 W. Superior

Minneapolis
Fred L. Chapman (208)..519 Marquette Ave.
Maurice Engler (672)....400 First Ave., N.
Edward W. Kellogg (592).519 Marquette Ave.
E. R. Price (64).....612 Second Ave., S.
James R. Thorpe (65)....519 Marquette Ave.

MISSISSIPPI

Jackson
Leon T. Rogers (21).....Box 486
Swep S. Taylor (792).....
201 Deposit Guaranty Bk. Bldg.

MISSOURI

Joplin
Charles E. Byrd (712).214½ West Fourth St.

Kansas City
George F. Akright (675).....Victor Bldg.
Byron G. Bliss (351).....404 Fidelity Bldg.
George M. Bliss (103).....921 Walnut St.
Harold W. Brown (692)....200 Victor Bldg.
William J. Campbell (744)..300 Bryant Bldg.
John F. Campion (713).....2 East 39th St.
David B. Childs (352).....509 Victor Bldg.
Charles F. Curry (158)....921 Baltimore Ave.
Marvin C. Holmes (843)....1801 Grand Ave.
Lewis Kitchen (714).....928 Grand Ave.
J. Ward McPherson (578)..Land Bank Bldg.
W. Herbert Myers (886)....1004 Grand Ave.
Arnold Norman (461)....909 Baltimore Ave.
Carl Ragsdale (542).....200 Temple Bldg.
Carl B. Rechner (295).....1002 Walnut St.
Raymond K. Sheriff (509)....1002 Walnut St.
Lowell Goodman Simonds (251).....
409 Dwight Bldg.
William R. Stanley (375)....1002 Walnut St.
Woodford C. Taylor, Jr. (376).....
1002 Walnut St.
Earl K. Townsdin (624)....212-14 E. 10th St.
Robert W. Tureman (593).....
1319 Commerce Bldg.
Frank L. Woodward (660).....
114 W. 10th St. Bldg.

St. Joseph
William C. Barrow (625)..816 Frederick Ave.
Howard R. Sisson (716).....704 Francis St.

St. Louis
William F. Baggerman (315).....
5330 Delmar Blvd.
H. L. Cornet, Jr. (296).....719 Chestnut St.
Ralph F. D'Oench (252)..3932 Lindell Blvd.
Carol V. Laux (463).....4658 Gravois Blvd.
Louis Maginn (22).....23 Brentwood Blvd.
F. B. Martin (745).....224 N. 4th St.
Elliott S. Miller (23).....317 N. 11th St.
E. W. Salisbury (368)....23 Brentwood Blvd.
Ralph Stevener (673)....3658 W. Pine Blvd.
Clarence M. Turley (693).....
1321 Ambassador Bldg.
Theodore J. Weber (844)...6401 Manchester
Delbert S. Wenzlick (120).3658 W. Pine Blvd.

NEBRASKA

Alliance
Ethel J. Graham (626).....Box 244

Grand Island
Robert S. Wenger (746).....117½ W. 3rd St.

Hastings
LaMoine Hillers (717)....231 N. Lincoln Ave.
W. A. Knicely (770)....124 N. Hastings Ave.

Lincoln
Walter L. Blore (674).....613 Sharp Bldg.

McCook
Lyle A. Wiedman (627).....501 E. First St.

Omaha
Arthur A. Allwine (718).....832 S. 24th
Helen E. Benedict (747)....2024 N. 16th St.
E. R. Clayton (677)....1001 City Natl. Bank
Albert J. Covert (719).....554 S. 25th Ave.
Harlan G. Easton (628)..527 Securities Bldg.
Victor C. Graham (678).....1701 Harney St.
Harold J. Grove (679).....208 S. 18th St.
William B. Hargleroad, III (464).....
Office 330, 1904 Farnam St.
Theodore H. Maenner (579).....
808 City Natl. Bk. Bldg.
Hiram S. Manville (720).....904 N. 40th St.
Harold C. Payne (721).....226 Barker Bldg.
Lloyd M. Peterson (680).....
500 First Natl. Bk. Bldg.
Lilyan A. Richards (722).....
808 City Natl. Bk. Bldg.
Jesse L. Schroeder (748).....1911 Harney St.
Robert W. York (655).....
500 First Natl. Bank Bldg.

NEW JERSEY

Asbury Park
Theodore F. Appleby (42).....
Main St. & Mattison Ave.

Atlantic City
Rudolph J. Bushell (219).....
245 So. Vermont Ave.
Bernard F. Dever (159).....
S. E. Cor. California & Atlantic Aves.
Joseph D. Farrington (160).....
21 S. Tennessee Ave.
Edward D. Gottlieb (121)..1516 Atlantic Ave.
Byron Jenkins (32).....
4803 Atlantic Ave., Ventnor
Russell C. Roney (72)....1421 Atlantic Ave.

Bayonne
Harold G. Tucker (887).....726 Broadway

Brooklawn
Leon M. Clair (162)..Broadway & Chestnut St.

Camden
John H. Abrams (772).....540 Cooper St.
Alexander Cooper (163).....700 Federal St.
Ellis Goodman (164).....515 Market St.
Earl R. Lippincott (165).....721 Market St.
J. William Markeim (43).....540 Cooper St.
Charles R. Myers, 2nd (24)..12 N. Seventh St.
C. Armel Nutter (74).....509 Cooper St.
Harold P. Nutter (166).....509 Cooper St.
Reba N. Obus (167).....101 N. Seventh St.
Abraham J. Rosenfeld (168)..709 Market St.
Roy R. Stewart (253).....142 N. Broadway
Leon E. Todd (75).....2623 Westfield Ave.

East Newark
Charles Toyen (510).....900 Passaic Ave.

East Orange
Henry M. Lesher (25).....58 N. Grove St.
Martin Reed, Jr. (845).....614 Central Ave.
George W. Seiler, Jr. (106)....520 Main St.
Harry A. Taylor (2).....520 Main St.

Elizabeth
Frank J. Brown (73).....160 Elmora Ave.
J. Carroll Dolan (629).....250 N. Broad St.
John D. Gumper (873)....261 N. Broad St.
Frederick H. Hoffmann (595)..1 Union Square
L. S. Kaufman (400).....107 Jefferson Ave.
R. Mason Kirkland (26).....125 Broad St.
Bertram B. Miller (80).....261 N. Broad St.
C. S. Stallard (353).....280 N. Broad St.
Max Tieger (122).....215 Broad St.
A. W. Van Horn (580).....250 N. Broad St.

Englewood
George R. Fessler (254).....98 Grand Ave.

Hillside
Louis J. Hess (682).....150 Hillside Ave.

Hoboken
Clinton B. Snyder (485).....61 Newark St.

Irvington
John M. Cullerton (630).1222 Springfield Ave.

Jersey City
Edward F. Carbin (169)....879 Bergen Ave.
Walter Koster (389)..2325 Hudson Boulevard
William F. May (395).....Kislak Bldg.
Harry V. Moser (333).....850 Bergen Ave.
Ben Schlossberg (267).....896 Bergen Ave.
Murray R. Siegel (170).....32 Journal Sq.

D. E. C. Somers (128).....700 Bergen Ave.
Anna S. Wolf (487).....389 Jackson Ave.

Kearny
Isidor Mintz (535).....508 Kearney Ave.

Maplewood
J. Lewis Fiacre (334)..1874 Springfield Ave.
Lionel C. Hartford (491).....71 Oakland Rd.

Merchantville
Harry A. Willson (28).Cove Rd. & Wayne Ave.

Montclair
George H. Stanton (436).....16 Church St.
Sydney M. Valentine (488).....16 Church St.
John Young, Jr. (489)....406 Bloomfield Ave.

Newark
Sidney G. Bedworth (354)...24 Branford Pl.
Seely Cade (46).....744 Broad St.
Harry Coddington (391)....50 Commerce St.
Thomas E. Colleton (581)....515 Clinton Ave.
David Cronheim (45).....39 Branford Pl.
Sargent Dumper (297).....744 Broad St.
Harry D. Epstein (865)....20 Branford Place
James J. Fitzsimmons (298)....51 Clinton St.
Walter J. Gill (582).....24 Commerce St.
Herbert E. Goldberg (475).....60 Park Pl.
W. Edson Huegel (492).....17 Academy St.
Ormonde A. Kieb (300).....18 Beaver St.
Sanford Krasner (493).....60 Park Pl.
Thomas F. Maher, Jr. (355)..300 Broadway
Edward B. McCaffrey (125)....605 Broad St.
Herbert O. Metzger (793).....786 Broad St.
Louis J. Nass (301).....58 Park Pl.
Arthur G. Pulis, Jr. (749)....509 Orange St.
Albert C. Rachlin (521).....17 Academy St.
Joel L. Schlesinger (335).....31 Clinton St.
Milton Stern (495).....744 Broad St.
Harry J. Stevens (81).....478 Central Ave.
Leslie Stevens (683).....786 Broad St.
Carlo C. Tipaldi.....228 Mt. Prospect Ave.
George N. Weiman (302).....60 Park Pl.

Newton
Adolphus Newman Lockwood (172).....
17 Main St.

North Bergen
Cristine B. Nolan (29)..4500 Bergen Turnpike

Passaic
Gilbert D. Bogart (273).....667 Main Ave.

Paterson
Samuel P. Vought (123).....7-13 Smith St.

Plainfield
Albert R. Walker (393).....201 Park Ave.

Princeton
Edmund D. Cook (173).....186 Nassau St.

Ridgewood
S. William Walstrum (174).....
201 E. Ridgewood Ave.

Rutherford
Ellwood S. New (421).....6 Ames Ave.

Short Hills
Hawley Jaquith (390).....Canoe Brook Rd.

S. Orange
Frederic L. Wolf, Jr. (583).....
7 South Orange Ave.

Summit
Elmer G. Houston (684).....12 Maple St.

Teaneck
Alexander Summer (47)..791 Queen Ann Rd.

Trenton
Alfred J. Bernstein (596).....
Broad St. Bank Bldg.
H. S. Kline (176).....154 W. State St.

Union
Leonard J. Zehnbauer (48).....
998 Stuyvesant Ave.

Westwood
Walter E. Hudson (317)....25 Westwood Ave.
Clifton F. Trimble (497).....284 Third Ave.

NEW YORK

Buffalo
Harold E. Barker (631).....47 W. Huron St.
Joseph W. Becker (536)....19 S. Division St.
Fenton M. Parke (906).....66 Niagara St.
Philip W. Ransom (537).....7 Court St.
Ellsworth Short (846).....170 Franklin St.
J. B. Wood (379).....2747 Main St.

Metropolitan City of New York

Borough of Brooklyn
James P. Clark (178).....478 Graham Ave.
Frank A. Matrunola (237)..6903 Fourth Ave.
Albert R. Mencone (377)..1176 Bushwick Ave.
Harry A. Moehring (378).....660 Fulton St.
I. Jerome Riker (888)....201 Montague St.

Borough of Manhattan
Herman A. Acker (82)...717 Lexington Ave.
Gordon S. Braislin (889)....545 Fifth Ave.
J. Francis Cahill (241).....235 W. 14th St.
Alice B. Dodd (456).....26 W. 8th St.
Arthur Eckstein (799).....370 Seventh Ave.
Matthew G. Ely (890).....76 William St.
Harry B. Helmsley (538)....44 East 23rd St.
Herbert R. Houghton (394)....12 E. 41st St.
S. Edwin Kazdin (182).....90 Broad St.
George Keiller (423).....225 Fifth Ave.

Donald O. Kingman (584).....93 Worth St.
William MacRossie (86).....41 Park Row
Harry E. Muecke (503).....530 Fifth Ave.
Walter Oertly (451).....274 Madison Ave.
Lloyd J. Phillips (891)....134 West 72nd St.
Howard M. Sonn (892).....4060 Broadway
Maurice R. Spear (183).....225 Fifth Ave.
F. Durand Taylor (274).....93 Worth St.
Boyd E. Wilson (893).....100 Fifth Ave.

Borough of Queens

George C. Johnston, Jr. (866).....
75-08 Roosevelt Ave., Jackson Heights
Frank S. O'Hara (437).....
40-10 82nd St., Jackson Heights

Westchester County

Raymond R. Beatty (256).....
72 Garth Rd., Scarsdale
Harry D. Cole (180).....
1 Stevens Ave., Mount Vernon
Owen A. Mandeville (750).....
364 Post Rd., Larchmont

Syracuse

L. T. Eagan (337).....
205 Starrett-Syracuse Bldg.
George J. Goldstein (522).....
604 S. A. and K. Bldg.
Richard N. Groves (512)..121 E. Genesee St.
Donald T. Pomeroy (184)..327 Montgomery St.

NORTH CAROLINA

Asheville

J. T. Chiott (894).....Box 2123

Charlotte

Hampton B. Keller (452)....413 S. Tryon St.

Durham

W. A. Lutz (685).....109 Market St.

High Point

Ed Mendenhall (467)..116 W. Washington St.

Winston-Salem

Stuart Bondurant (453)..210 W. Fourth St.

OHIO

Akron

Chauncey C. Howell (303).....
403 Second Nat. Bldg.
Bernard W. Ley (185).....1099 S. Main St.
Clinton R. Miller (632).....330 S. Main St.
Louis Wolcott (633).....
403 Second Natl. Bank Bldg.

Canton

Fred H. Broad (438)....700 Harter Bk. Bldg.
George W. Gosser (410)..127 Second St., N. E.
T. K. Harris (634).....127 Second St., N. E.
Samuel S. Sherman (635).....
700 Harter Bank Building

Cincinnati

Robert A. Cline (83).....The Enquirer Bldg.
Erwin G. Downing (275).....
N. W. Cor. Fourth & Walnut Sts.
L. V. DuBois (84).S. W. Cor. Fifth & Main Sts.
Julius J. Heidacher (585).....
1027 Enquirer Bldg.
Robert J. Huller (847).....617 Vine St.
Ellsworth F. Ireland (554)..4500 Carew Tower
Howard W. Jones (751)..1027 Enquirer Bldg.
Carl A. Mayer (49)..1515 First Nat. Bk. Bldg.
Kent L. Phillips (907).....
1002 Chamber of Commerce Bldg.
Robert W. Rieckhoff (636).....
111 East Fourth Street
R. Gordon Tarr (637).....612 W. Fifth St.
Lewis A. White (50)..Seventh & Walnut Sts.
William R. Young (587).....Schmidt Bldg.

Cleveland

Roy C. Carpenter (380)....Euclid 30th Bldg.
William A. Fox (476).....3030 Euclid Ave.
Louis E. Goldman (540).....71 Euclid Bldg.
Karl F. Kaserman (895).1404 East Ninth St.
Carlton Schultz (36)..The B. F. Keith Bldg.
Ray M. Shimmon (471)..805 Hippodrome Bldg.
Lamont H. Stofer (443)...6523 Euclid Ave.
William B. West (867)....925 Guardian Bldg.

Columbus

Wallace E. Nelson (638).....40 W. Gay St.
Harold F. Zeig (381).....581 E. Town St.

Dayton

William E. Bohlender (773).....
906 Callahan Bldg.
Sidney Eisenberger (454)....729 Grand Ave.
L. H. Steinman (602)....232 N. Ludlow St.

East Cleveland

Eldon R. Leo (447).....2009 Stanwood Road

Hamilton

Richard T. Hosler (469).....
S. E. Cor. 2nd & High Sts.

Lakewood

William C. Crawford (440)..2189 Mars Ave.

Shaker Heights

Charles E. Norlin (515)....16718 Kenyon Rd.

Springfield

Harold S. Goodrich (338).....
25 New Zimmerman Bldg.

Toledo

Laurel G. Blair (411).....810 Madison Ave.

OKLAHOMA

Muskogee

Earl G. Anthis (903).....
305-08 Metropolitan Bldg.
E. R. Bryant (639).....1306 Boston

Oklahoma City
V. J. Booth (774).....410 Perrine Bldg.
Harold F. Bradburn (794).....
Fidelity Natl. Bldg.
E. L. Gragg (775).....1400 Petroleum Bldg.
Cecil L. Turner (848).....210 Perrine Bldg.

Okmulgee
Addison Sessions (283)....111 N. Grand Ave.

Sand Springs
A. H. Burgess (523).....

Tulsa
W. J. Bashaw (776).....229 Kennedy Bldg.
Oliver S. Black (777).....116 E. Fifth St.
Veda M. Bostick (477)..21 Atlas Life Bldg.
Richard H. Chauncey (795)..116 E. Fifth St.
R. B. Collins (478).....224 E. Fourth St.
Victoria Conwell (483).....1225 Hunt Bldg.
Kenneth Crouch (479).....230 Beacon Bldg.
Ralph M. Darnell (686)....103 Beacon Bldg.
Dan J. Davisson (480).....230 Beacon Bldg.
G. H. Galbreath (778).....
P. O. Box 488, Natl. Bk. of Tulsa Bldg.
T. G. Grant (482).....311 Atco Bldg.
Morgan Jones (810).....408 Thompson Bldg.
Ben O. Kirkpatrick (356)....1225 Hunt Bldg.
Edward Watters (37).....114 W. 4th St.
Wade C. Whiteside (779).....21 West 4th St.

OREGON

Portland
William W. Barendrick (188).....
206 Alderway Bldg.
William L. Brewster, Jr. (412).....
803 American Bank Bldg.
Harry S. Coleman (357).....
1301 Public Service Bldg.
C. I. Meyers (339).The United States Nat. Bk.
Chester A. Moores (265)..306 S. W. Broadway
David B. Simpson (189)..206 Alderway Bldg.

PENNSYLVANIA

Altoona
John Hill (603).....410 C. of C. Bldg.
E. F. McDowell (656)..400-02 Central Trust
T. Chester Parsons (657).....1107 12th Ave.

Chester
Earle F. Hewes (217).....521 Welsh St.

Erie
Floyd A. Baker (516)....Security Bank Bldg.
Rowena L. Hagmann (441).....10 E. 10th St.
E. W. Miller (517).....309-12 Masonic Bldg.

Hazelton
Robert D. Quin (385).....
Hazelton Nat. Bank Bldg.

Norristown
Lewis C. Detwiler (218).....6 E. Airy St.

Philadelphia
Boyd T. Barnard (66)..Lincoln-Liberty Bldg.
Josiah Bunting, 2nd (399).....1606 Walnut St.
Chester J. Cincotta (108).....
200 Bankers Securities Bldg.
Elton G. Crockett (455).....112 S. 16th St.
Hugh F. Gerhard (589).....
Washington & Ogontz
H. Walter Graves (220).....8 S. 40th St.
Reynold H. Greenberg (38).....
17th & Sansom Sts.
William H. Groetzinger, Jr. (518).....
708 Market St., Natl. Bk. Bldg.
Alfred L. Haig (318)....7010 Elmwood Ave.
Samuel T. Hall (111).....123 S. Broad St.
Roy A. Heymann (112).....215 S. Broad St.
Roy A. Heymann, Jr. (753)..213 S. Broad St.
C. Harry Johnson (52).....Packard Bldg.
Raymond R. Keane (896)....1314 Locust St.
John G. Keck (114).....1622 N. Broad St.
E. Fred Kemner (190).....
Bustleton & Grant Aves.
James C. Leeper (221).....
Room 2929 12 S. 12th St.
James H. Livezly (191).....
S. E. Cor. Sixth & Dickinson Sts.
John J. MacDonald (413).....
Real Estate Trust Bldg.
J. William Markeim (43)....1606 Walnut St.
William I. Mirkil (67).....123 S. Broad St.
D. O. Morton (231)..Walnut & Juniper Sts.
Walter A. Nash (193)....1307 Packard Bldg.
Thomas Calvin Pillion (115).....
Walnut & Juniper Sts.
Glyndon Priestman (53).....
5736 Greene St., Germantown
William Pugh (116).....5713 Market St.
Albert Quell (590).....1420 Walnut St.
Roland R. Randall (340)....1211 Chestnut St.
Herbert H. Rose (222).....8 S. 40th St.
Edward Rosewater (194).....
209 Lewis Tower Bldg.
James C. Seiss (304).....1622 N. Broad St.
Richard J. Seltzer (117).....
Room 2929 12 S. 12th St.
R. Drummond Smith (195).....1600 Arch St.
Walter R. Taylor (224).....27 S. 40th St.
George R. Weikel (225).....
N. E. Cor. 17th & Sansom Sts.
Robert M. Wilson (54)..Walnut & Juniper Sts.

Pittsburgh
A. J. Aberman (226).....429 Fourth Ave.
M. J. Aberman (227).....429 Fourth Ave.
Stanley W. Arnheim (723).....541 Wood St.
Norman S. Blair (305).....341 Fourth Ave.
Harold F. Burnsworth (849)..524 Federal St.
M. B. Collins (545).....312 Fourth Ave.
H. M. Curry (546).....312 Fourth Ave.
James F. Gilson (228).....311 Fourth Ave.
William M. Hall (386)..695 Washington Blvd.
J. E. Headley (640).....
4th Avenue and Wood Street
Francis H. Jacob (788).....
718 N. Homewood Ave.
William McCune (897).....617 Frick Bldg.
R. K. McCurdy (868).....6001 Center Ave.

George A. Meyers (229)....450 Fourth Ave.
Hugh A. Murphy (898).2995 W. Liberty Ave.
Albert A. Murrer (899)....429 Diamond St.
Harry E. Pople (306).....
420 Perry Highway, West View
B. F. Richards (232).....6006 Centre Ave.
Harry P. Richter (850)....214 Carnegie Bldg.
E. W. Rudert (233).....711 Washington Rd.
Meyer H. Sachs (484).....5822 Forbes St.
Frank W. Schornagle (234)..440 Fourth Ave.
Sidney A. Schwartz (854).....
218 Bakewell Bldg.
F. E. Shaughnessy (235).....7216 Kelly St.
James W. Stevenson, Jr. (547).....
666 Washington Rd.
Arthur F. Texter (358).....720 Wood St.
Benjamin Thorpe (649)..218 Bakewell Bldg.
Thomas N. Wilson (548).....
1100 Jones Law Bldg., 530 4th Ave.
Ralph C. Ziegler (687).....
604 Diamond Bank Bldg.

Reading

Miller J. Eckel (307).....20 N. Fourth St.
Sidney L. McIlvain (550).....
616 Washington St.
Jacob L. Rieser (549)....616 Washington St.
M. Duke Sowers (541).....533 Penn. St.
William M. Stottlemyer (641).....
1100 North Ninth Street

Scranton

Harry M. Gordon (851).....
1st National Bank Bldg.

Shamokin

Charles E. Hoover (551).....
9 E. Independence St.

Wilkes-Barre

Robert L. Casper (55).....Miners Bk. Bldg.
Anne G. Young (591)..Miners Natl. Bk. Bldg.

Wilkinsburg

G. Robert Berringer (780).....
1311 Swissvale Ave.

Williamsport

Fred B. Wetzel (56).....317 Pine St.

SOUTH CAROLINA

Greenville

Alester G. Furman, Jr. (276).....
1500 Woodside Bldg.

TENNESSEE

Chattanooga

Scott N. Brown (196).....105 W. 8th St.
R. D. Payne (852).....118 E. 8th St.
A. C. Pinckley (642).....4122 Alabama Ave.

Memphis

H. D. Dermon (555).....106 Dermon Bldg.
W. D. Galbreath (68).....
Columbian Mutual Tower
John J. Heflin, Jr. (387).....
Columbian Mutual Tower
Will H. Higgins (414).....149 Monroe Ave.
Albert F. Kerns (424)..601 U. P. Bank Bldg.

Nashville

J. B. Gillespie (118).....
1132 3d Natl Bank Bldg. 4th Ave., and Church Street.

TEXAS

Amarillo

J. Hal Brown (69).....215 W. Ninth St.
Robert Ricks (811).....Amarillo Bldg.

Corpus Christi

Rae A. Easley (796)....608 Lower Broadway

Dallas

Ervin W. Atkerson (781).....
P. O. Box 4128, Sta. A
J. A. Burney (782)...918 Irwin-Keasler Bldg.
Jess Lafferty (783)...221 Construction Bldg.
J. W. Lindsley, Jr. (784).....1209 Main St.
Max Ploeger, Jr. (658)....111 So. Murphy St.
Joseph R. Smith (785)..Cotton Exchange Bldg.
Richard V. Works (661).....
1505 Dallas Natl. Bank Bldg.

El Paso

W. M. Zuendt (187).....Bassett Tower Bldg.

Fort Worth

E. Morgan Townsen (786)..Electric Building

Harlingen

W. Vernon Walsh (787).....
109 W. Van Buren St.

Houston

William G. Farrington (812).....
1719 Sunset Blvd.

San Antonio

A. H. Cadwallader, Jr. (197).....
935 Majestic Bldg.
Ruth C. Yelton (604).....618 Gunter Bldg.

UTAH

Salt Lake City

H. P. Kipp (504).....151 So. Main St.
Edwin Whitney (872).....132 S. Main St.
F. Orin Woodbury (58).....
111 E. on S. Temple St.

VIRGINIA

Alexandria

Harold W. Keller (236).....3406 Halcyon

Arlington

Jack R. Jones (597).....Box 166, Main Office

Charlottesville

Henry S. Hay, Jr. (91).....P. O. Box 870

SEPTEMBER

Fairlington
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The Officers of the Institute announce with sincere regret the death of the following members:

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JAMES R. HAIGHT, CPM, Portland, Oregon

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